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ABSTRACT

This document presents the institutional outcomes for 2002-2003 for William Rainey Harper College. The document begins with the President's Introduction, which includes a list of accomplishments of the college. Some of these success are: (1) 90% retention rates for students involved in retention services and programs; (2) achieving a hiring diversity rate of 30%; (3) raising over $8 million in new and pledged external funding; (4) creating an integrated, strategic communication and messaging plan; (5) enhanced web-based services; (6) negotiating 4 union contracts; and (7) resolving a faculty strike while retaining enrollment growth through Fall and Spring semesters. The president explains that these accomplishments portend the college's long-term success. The document discusses the six institutional directions in detail. They are fostering discussion of teaching and learning issues, enhancing campus climate, integration of a comprehensive strategic enrollment plan, continuing to develop a learner-centered campus with optimal systems and facilities, maintaining and creating new relationships with outside constituents, and developing technological resources to enhance instruction, student services, and student support. Also includes a discussion of additional outcomes sorted by task and area. (MZ)

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ED 482 606

Institutional Outcomes Report
2002-2003

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TABLE OF CONTENTS

President's Introduction 5
2002-2003 Institutional Directions 9
2002-2003 Goals Reference 11

Outcomes by Institutional Direction 15

Direction 1 17
Direction 2 27
Direction 3 35
Direction 4 53
Direction 5 67
Direction 6 77

Additional Outcomes 81

Additional Outcomes by Task 83
Additional Outcomes by Area 91

PRESIDENT'S INTRODUCTION

It is with great pleasure that I submit to you a listing of the accomplishments of College employees for FY2002-2003, as they pertain to the FY2002-2005 Strategic Long Range Plan (SLRP).

The College operates under a 3-year rolling SLRP. The SLRP drives the annual budget of the College and also generates the Annual Plan (AP). (The AP consists of the objectives of each member of President's Council.) By accomplishing these objectives, we incrementally address the goals and tasks contained in the SLRP. I would venture to guess that few colleges and universities in the country today have a more comprehensive, integrated approach to planning than Harper College.

As you read the Outcomes Report, I believe you will share my pride in the accomplishments of your employees. What is most impressive this past year is that these accomplishments were realized under especially challenging circumstances. The reality is that, much good took place, and this Outcomes Report is an opportunity to chronicle many of those accomplishments.

In reviewing the document, which was prepared by President's Council, I find it a challenge to lift from the over 80 pages those achievements that are particularly significant. In doing so, I run the risk of minimizing many accomplishments that were of great consequence to our College. Nevertheless, I have identified 15 items which I think reflect particularly well upon the efforts of so many this past year:

- Developed an administrative "toolkit" of data for annual assessment of program vitality. Use of data resulted in the **development of two new degrees, five new certificates, 45 new courses**, 93 revised courses, four degrees withdrawn, 12 certificates withdrawn and 102 courses withdrawn from the curriculum.

- Restructured the Admissions Office and Scholarships and Financial Assistance to improve access for students and improve office efficiencies allowing for the implementation of additional strategies leading to 21% increase in financial aid applications, 28% increase in Limited Enrollment applications and **an FTE increase of 3.52% resulting in the highest FTE enrollment in Harper's history**.

- Demonstrated financial excellence:
  - **Reaffirmed Moody's Aaa Bond Rating**
  - **Unqualified Audit Opinion with no management letter**
  - **Expected seven-figure increases in Harper's Fund Balance based on FY 03 results**
  - **Balanced FY04 budget presented to the Board**
  - Winning Government Finance Officers Association Award for Balanced Educational Fund budget

- Served 70,000 students in Student Development, Disability and Health Centers. Additionally, administered 28,107 tests in the Assessment Center. Achieved 99% average satisfaction rate across all Centers.

- Reached 33,723 participants through co-curricular activities (cultural events, activities, athletics, clubs/organizations, theatre productions and curriculum infusion). Additionally, hosted 143,786 community attendees using Harper facilities.

- Achieved an average of 90% semester retention rates for students involved in intervention services and programs.

- **Achieved a diversity hiring rate of 30%** (self-identified) for new hires and reached 5,899 employees and students through the campus diversity awareness/education efforts of the new Center for Multicultural Learning.

- Demonstrated quality of instructional programs:
  - **Received Illinois Community College Board (ICCB) recognition for five years with no mandatory recommendations**
  - **Received continued accreditation from the:**
    - National League of Nursing
    - National Association of Schools of Music
    - Commission on English Language Programs
    - Association of Collegiate Business Schools and Programs
    - American Bar Association for Paralegal Studies
  - Conducted 15 program reviews
  - Submitted all new transfer courses to the appropriate Illinois Articulation Initiative panels for endorsement
  - Revamped the Fire Science curriculum for Illinois State Fire Marshall Certification

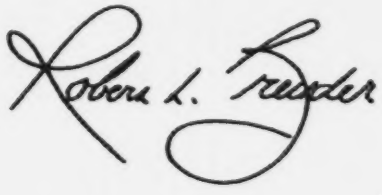
- Continued construction of the Science, Emerging Technology and Health Careers Center on schedule and within budget with **change orders running at less than 1%.**

- **Raised over eight million dollars in new and pledged external funding**: $3.1 million from public grants; $4.3 million in expected capital state appropriations; and $700,000 in private gifts and as beneficiary in two six-figure estate bequests.

- **Created an integrated, strategic communications and messaging plan** by creating an online media experts list; a speaker's bureau; the "e-goodnews" ambassadors program; a Community Planning Forum the development of Web-based interactive communication with prospective students, parents and alumni; and the successful Spring (February-April) "Experience Harper" media campaign which provided 2,400 unique visits each day to the College's Web site.

- **Enhanced Internet Web-based services** to students by providing extended available hours for Web Registration and Payment, adding significant improvement to the Course Search and providing a new Grade Inquiry feature.
  - Web registration and payment accounted for 24%, 31% and 58% of activity over the three semesters respectively.
- Enhanced campus expansion and beautification program as evidenced by:
  - **Replaced all external signage**
  - **Began replacement of all exterior lighting**
  - Began operation the Wojcik Conference Center and the Performing Arts Center
  - Erected two major pieces of art: "Lintel," by Michael Brown and "Oasis," by John Medwedeff
  - Upgraded and expanded campus landscaping
- **Negotiated Four Union contracts. Salary increases for all employees** are: 5%, 5.25%, 5.4% and 5.7%, respectively through FY06.
- **Resolved a faculty strike while retaining enrollment growth through the Fall and Spring terms.**

Thank you in advance for taking time to read this impressive list of outcomes for FY03. I am confident WE will build upon these successes and further strengthen Harper College to the benefit of the community that created us in 1965.



2002-2003 INSTITUTIONAL DIRECTIONS

1. **Foster discussion of teaching and learning issues and philosophies and support resulting initiatives.**

2. **Enhance the campus climate and communication through the implementation of the core values, diversity initiatives, relationship building, integration of new employees, and the management of organizational change and review of the shared governance system.**

3. **Continue integration and evaluation of a comprehensive strategic enrollment plan that addresses student recruitment, programs, retention and diversity initiatives.**

4. **Continue development of a learner-centered campus with systems and facilities that optimize learning, safety, access and seamless service delivery for all constituents.**

5. **Institutionalize existing and new relationships with external constituents as evidenced through increased public support, funding, programming and partnerships.**

6. **Continue to develop and expand technological resources to enhance instruction, student services and support services.**

2002-2003 GOALS REFERENCE

AREA: ACADEMIC AFFAIRS

AA-1 Ensure An Appropriate Curriculum
Review and evaluate the College's overall curriculum to ensure the number and scope of programs can be effectively managed; the program offerings are up-to-date and responsive to identified local and statewide needs; the offerings are appropriately staffed; and that all programs demonstrate academic quality and overall fiscal soundness within the overall mission of the College.

AA-2 Instructional Delivery
Assess and expand the delivery of instruction and facilities as a response to changing technology and student learning requirements.

AA-3 Program Resources
Effectively manage and expand program resources that enhance our instructional mission.

AA-4 Enrollment Enhancement
Encourage enrollment growth by ensuring efficient access to programs and by supporting marketing strategies.

AA-5 Instructional Facilities
Ensure the successful opening and implementation of the new instructional facilities.

AREA: ADMINISTRATIVE SERVICES

AS-1 Budget Management
Develop clear budget procedures, systems and standards that allow the College to manage its financial resources responsibly.

AS-2 Facilities Improvement
Conduct a College-wide assessment and renovation of all facilities in order to systematically provide a safe, clean and well-maintained educational environment.

AS-3 Financial Management and Reporting
Provide financial systems that comply with changing state and federal requirements and will provide effective monitoring of financial operations within the College.

AS-4 Facility Improvement Funding
Secure financial and community support for facilities' plans, which define the current needs of the College, to accomplish the College mission.

AREA: HUMAN RESOURCES

HR-1 Employee Recruitment and Retention
Implement systems and programs to positively affect employee recruitment and retention.

HR-2 Diversity
Create an employee climate which is supportive of cultural differences and respectful of all constituents.

HR-3 Employee Development
Enhance the capability/proficiency of Harper's employees to carry out the College's mission, and establish staff training and development as an institutional strategy.

HR-4 Organizational Development
Provide human resource information systems and decision support tools to facilitate organizational development, institutional effectiveness and process improvements.

HR-5 Staffing and Development in Technology
Create a partnership between Human Resources and Information Technology to ensure the College will have consistent expertise to support its instructional and administrative activities.

HR-6 Leadership Support
Provide leadership and support for the administrative team.

HR-7 Wellness
Provide programs and services to address the physical, mental, emotional, spiritual and social well-being of the Harper faculty and staff.

AREA: INSTITUTIONAL ADVANCEMENT

IA-1 Resource Development
Implement a comprehensive, financially independent resource development effort that will be considered a benchmark for community colleges across the nation.

IA-2 Strategic Planning
Enhance executive management based on strategic planning and supported by valid and reliable research and evaluation data that is integrated into all aspects of College decision making and operations.

IA-3 Governance
Provide an effective College governance system that is responsive to the needs of all College constituents and encourages effective/efficient deliberation and decision making.

IA-4 Community Relationships
Actively develop business and educational partnerships which promote opportunities for learning, resource development and improved relationships.

IA-5 Legislative
Develop the legislative agenda for the College with the support of the College community.

IA-6 Community Relations
Develop and nurture external relationships for the benefit of the College.

IA-7 Board of Trustees
Provide for appropriate and effective involvement of the Board of Trustees in College affairs.

IA-8 Public and Media Relations
Establish and maintain cooperative and effective relationships with the media.

AREA: INFORMATION TECHNOLOGY

IT-1 Technology Planning
Continue to implement, evaluate and update an ongoing Technology Plan.

IT-2 Technology Use in Instruction
Evaluate, acquire and implement technology and software applications to support the needs of Academic Affairs and instructional delivery.

IT-3 Technology Use in Administrative Support
Provide technology applications to support business and administrative requirements and the Technology Plan.

IT-4 Technical Support
Establish and implement technical support to maintain a robust Network (HCCN - Harper Community College Network) Infrastructure in concert with the Technology Plan and emerging technologies.

IT-5 Technology Staffing
Ensure that the College will have consistent expertise to support its instructional and administrative activities.

IT-6 Partnerships and Consortiums
Develop collaborative agreements that will provide for the acquisition or sharing of technology and the transfer of expertise.

IT-7 Technology Enhancement
Acquire hardware and software tools that will support the College's commitment to continuous improvement.

AREA: ENROLLMENT AND MARKETING

MA-1 Research and Evaluation Support
Provide research and data analysis services to support management and academic decision making related to the strategic plan of the College.

MA-2 Marketing
Through the Director of Communications, work to develop a proactive public relations program to support the mission and business objectives of the College.

MA-3 Recruitment
Maximize opportunities to effectively recruit students through the implementation of an annual Recruitment Plan.

MA-4 Enrollment
Increase enrollment through the implementation of initiatives that will attract additional students.

MA-5 Institutional Effectiveness
Develop and implement a plan to monitor institutional effectiveness.

AREA: STUDENT AFFAIRS

SA-1 Student Centered Facilities and Infrastructure
Promote and further develop student centered campus facilities and infrastructure that optimizes access, service delivery and student life.

SA-2 Student Recruitment and Retention
Implement systems and programs to positively affect recruitment and retention.

SA-3 Funding
Continue to solicit appropriate funding and resources.

SA-4 Diversity
Create a campus climate which is supportive of cultural differences and respectful of all constituents.

SA-5 Assessment and Accountability
Continually assess, evaluate, refine and improve Student Affairs programs and services.

SA-6 Wellness
Provide programs and services to address the physical, mental, emotional, spiritual and social well being of the Harper Community.

SA-7 Student Life
Continue to build community by providing programs which promote participation and a sense of belonging to the collegiate environment.

OUTCOMES BY INSTITUTIONAL DIRECTION

DIRECTION 1

Foster discussion of teaching and learning issues and philosophies and support resulting initiatives.

Task: AA-1.1

The College will assess and maintain the current curriculum via evaluation and review and make appropriate additions, deletions and modifications.

- Developed an administrative "toolkit" of data for annual assessment of program vitality. Use of data resulted in the development of two new degrees, five new certificates, 45 new courses, 93 revised courses, four degrees withdrawn, 12 certificates withdrawn, and 102 courses withdrawn from the curriculum.

- Completed self-study and received eight-year re-accreditation from NLNAC for the nursing program.

- Developed and implemented Continuing Education course evaluations using standardized forms and an Internet reporting tool for data collection.

- Added 15 new consultant/instructors to the Corporate Services resource pool of subject matter experts.

- Successfully completed the accreditation by the National Association of Schools of Music.

- Completed major revision of Fire Science curriculum in response to community need. Courses and testing now in compliance with the Office of the State Fire Marshal and the National Fire Academy.

Task: AA-1.3

Use the Program Review process to assure program quality.

- Developed plans for program improvement based upon program review, administrative review and customer requests with particular focus on health careers.

- Trained five faculty and two administrators in the general education program assessment processes. Initiated preliminary research and discussion among English and Social Science faculty toward improving assessment processes.

- Initiated and provided support for 15 program reviews during 2002-03.

- Completed the final review of outcomes from 11 career, transfer and services program reviews that were conducted during 2001-02.

Task: AA-1.4

Develop new programs in response to identified community needs.

- Collected data about programs of interest to prospective students at recruiting events such as high school visits, college fairs and business visits.
- Completed new program needs assessments for four new programs including the Fast Track Program.
- Received approval from State of Illinois Bank and Real Estate to become one of the first state providers for Home Inspection pre-licensing courses. Partnered with Sauk Valley CC and educated over 100 students in first year.
- Offered a third more (over 30%) new Continuing Education courses than in FY02.
- Initiated curriculum revision and development work to create a degree in diagnostic imaging with solid core curriculum for several specialties.
  - Ultrasound (US) with specialization in year two for general US and cardiac US (for implementation in 2004-2005) is first phase.
- Launched the Lifelong Learning Institute for senior learners through Continuing Education.
- Structured Management and Marketing curriculum as initial AAS degree opportunity under new adult accelerated Fast Track program:
  - Fast Track will commence during the 2003-04 academic year.

Task: AA-1.5

Evaluate current programs in response to changing community needs.

- Conducted second review of Pharmacy Technology program and determined that building dedicated space in the new building did not reflect community or program need.
- Responded to community need by revising ESL and Sign Language Interpreting Program curriculum.
- Provided administrative and fiscal support for 15 academic program reviews and conducted research related to the programs.
- Held two advisory committee meetings during the school year for each career program.

Task: AA-1.6

Address curriculum compatibility with the Illinois Articulation Initiative and Education to Careers standards and the Workforce Investment Act.

- Reviewed IAI Web site and made recommendations to IAI for accurate portrayal of Harper courses and programs. Submitted 100% of all new programs, courses and curriculum changes to appropriate IAI panels and personnel.
- Increased new vouchered enrollment from government funded (WIA) from $63,095 to $176,697.
- Developed new program, Maintenance Technology, that meets Education to Careers standards for knowledge and skill development; offers linkages to high schools; and follows the Workforce Investment Act guidelines for short-term certificates.

Task: AA-2.1

Expand flexible scheduling options as appropriate.

- Offered ENG 200, Professional Writing: Grammar and Style, in a three-weekend Flex-Ed course and offered a section of SPE101, Fundamentals of Speech Communications, in a compressed format of four weeks between Spring and Summer sessions.
- Expanded the number of AED courses offered at area sites (Northeast Palatine Community Center and the Police Neighborhood Resource Center) from 31 to 35.
- Established a condensed (four week), late-start PSY106 section to accommodate students looking for a jump-start during Summer term.
- Reinstated Electronics electricity courses in an eight-week format and completed revamp of all 100+ level Heating and Air Conditioning courses so that all are now available as open entry/open exit/self-paced courses.
- Completed design and began implementation of the Fast Track program for an adult cohort in a condensed format.

Task: AA-2.3

Encourage and support innovative and interactive instruction.

- Focused on infusing the curriculum with multicultural content and using innovative teaching methods at the annual retreat for 67 faculty and deans.
- Computerized the observatory with a new guidance system to allow viewing of more difficult-to-find objects in the sky.

- Launched the Harper Chemistry Department Safety Newsletter to improve lab safety.

- Developed and offered two seminars for Continuing Education faculty.

- Developed and provided administrative support for over 200 workshops and seminars for full-time faculty professional development related to innovative and interactive instruction.

- Provide supplemental instruction to deaf/hard of hearing students in developmental English and reading courses.

- Initiated "Successful Teaching Online Mentoring Program" (STOMP) through DoIT. Recruited six faculty mentors.

Task: AA-4.5
The College will develop plans to retain students to goal completion.

- Added sections and increased class size in high demand courses during registration periods.

- Offered 60 scholarships to GED students through the Harper Foundation.

- Established a campus chapter of Kappa Beta Delta, an international business honor society, and inducted 167 students and eight faculty in two semesters.

Task: IA-1.2
The College and the Harper Foundation will continue to develop and implement an annual resource development plan for each fund-raising activity. These activities will include the annual fund, major gifts, planned gifts, grants, special events and direct mail programs.

- Created a new three-year strategic fundraising plan for the Foundation with an emphasis in major and planned gifts.

- Created and implemented a comprehensive annual development plan for direct mail, special events, major gifts, planned gifts and grants resulting in $750,000 in private gifts.

- Raised $50,000 for the Performing Arts Center through the theatre seat campaign.

- Named as beneficiary for two six-figure testamentary gifts.

- Raised over $100,000 for various scholarships and awards through direct mail and face-to-face solicitations.

- Raised $50,000 from the Harper Harvest Ball.

- Raised $61,000 at the annual Golf Open.
- Raised $25,000 worth of donations from Harper employees through the Tradition of Excellence Campaign.
- Raised $20,000 from the new Pacesetters Campaign.
- Raised $60,000 from corporate/foundation grants.

Task: IT-1.1
Prepare annual revision of the Technology Plan working in conjunction with appropriate groups and departments involved with its implementation.

- Updated Technology Plan based on the revised Institutional Goals and including the incorporation of the Instructional Technology initiatives.

Task: IT-2.1
Assess needs and provide technological support in instructional delivery.

- Introduced and piloted the use of hand held technology (i.e. PDAs) to support instructional delivery and improve staff productivity.
- Made significant progress in retrofitting all classrooms, lecture halls and labs resulting in 56 projectors permanently in classrooms including 22 smart classrooms.

Task: IT-2.2
Develop media and technology solutions in keeping with the methods, timetable, priorities and resources in support of instructional delivery.

- Provided 26 mobile laptop and projector units to be used by the instructional divisions for classrooms, lecture halls and labs.
- Retrofitted two speech classrooms in Liberal Arts and four lecture halls in D building into media-rich classrooms.
- Installed and provided Internet access in conference center for attendees via cyber workstations.

Task: IT-2.3
Explore the possibility of merging similar technology support organizations and reorganizing them to streamline services, offer better support and provide a more unified approach.

- Successfully integrated phone, fax and media support into the daily operations of the Service Desk and continued to bring the 'One Stop" support concept to the user community.

Task: IT-3.2

Develop technological solutions in keeping with the methods, timetable, priorities and resources to support organizational needs.

- Implemented a computerized and Web-based maintenance management system, FAMIS, to support and improved workflow and productivity for both the physical plant and campus community.

- Replaced 750 units that include desktop workstations, laptops, printers and scanners as part of the three-year technology refresh strategy.

Task: IT-3.4

Enhance the College's Web and Intranet applications.

- Updated Web Registration/Web Payment:
  - Extended available hours to allow students to register and make payments 24/7, including 80-90% of all holidays.
  - Extended availability to allow the Registrar's office to minimize walk-in hours.
  - Reduced staffing (part-time) during registration periods. Summer in-person registration has been eliminated.

- Expanded Web applications to allow students to view their grades on-line as well as their cumulative Grade Point Average. This is a new service not previously offered by Harper College and adds to the suite of self-service Web applications making the student's experience at Harper College easier and more efficient. To-date there have been 2,625 unique users of Web Grade Inquiry during its soft launch.

- Implemented Course Search to improve students' course finding abilities by allowing them to search by keyword without needing to know the course number.

- Implemented Self-Service Bulletin Board Posting that allows all staff and faculty to post their bulletin board items directly to the Web without needing a Service Desk ticket or a second person to process their request resulting in increased efficiencies.

- Launched a new process that allows staff and faculty to provide extension and location changes simply by filling out a form on the Web. The request now goes directly to HR where the information is reviewed and updated for "People Search." This launch streamlined a process previously handled through three different groups.

Task: IT-4.1

Assess community requirements and use of the network infrastructure to identify resources necessary to meet projected growth.

- Replaced the Uninterruptible Power Supply (UPS) in the main computer room over the Holiday Break in December with one hour cutovers to and from standby generators for a total system downtime of two hours thereby insuring network and especially Web self-service applications (Web Registration and Payment) were available for students during this period.

Task: IT-5.2

Provide opportunities for staff development and training in order to maintain institutionally required standard skill levels.

- Continued the broadbanding and career pathing endeavors ensuring a positive impact on IT employees' moral and resulting in an exceedingly low percentage of turnover. Three individuals completed their respective programs this year.

Task: IT-6.1

Seek consortial relationships that will benefit the College in matters of technology.

- Acted as the fiscal agent for Illinois Century Network (ICN) that provided Internet services at no cost to Harper.
- Co-sponsored and coordinated a two day Help Desk Institute training event at Harper Conference Center.

Task: MA-1.2

Provide research, evaluation, and data analysis services support to departments undergoing program review, accreditation or planning new programs.

- Completed 30 projects resulting in 77 reports for program review or curriculum evaluation.
- Redesigned standardized program review reports to include ten-year enrollments, demographic characteristics and grade distributions.
- Completed four new program needs assessment studies.
- Completed final two studies needed for Nursing Accreditation Visit.
- Completed State Occupational Follow-up Survey of 2002 graduates.
- Locked all federal IPED surveys on time during the three data collection periods. There is a $25,000 fine per survey for not locking on time.

Task: MA-1.3

Provide research, evaluation, assessment and data analysis support to faculty engaged in classroom or course-based student outcomes assessment.

- Completed two studies for fall semester learning communities and scanned two Spring semester learning communities' surveys.
- Completed nine Nursing student surveys and one Biology student survey as part of classroom assessment support for faculty.
- Provided random samples of fall ENG101 and Spring ENG102 students for outcomes assessment studies.
- Provided and scanned surveys for on-going Chemistry Department Curriculum Study.

Task: MA-1.4

Communicate important institutional results to the College community using various media, including print, in-person and interactive vehicles.

- Completed FY02 Fact Book and posted it on the external Web page. The Fact Book was distributed one month earlier than the previous year's Fact Book.
- Converted four of the print success stories to back-lit posters for display outside the remodeled cafeteria. In addition, developed 15 new backlit success stories to rotate at this and other campus locations during the 2003-2004 academic year.
- Presented at the AACRAO SEM conference regarding the need for Academic Affairs, Enrollment and Marketing, and Student Affairs to work together to strategically manage enrollment.
- Hosted community information and feedback section of the Web site during the faculty strike. Received more than 9,000 visits to this section of the site from October 1-21. More than one third of all users who accessed the board feedback page took action and wrote a message to the board (353 e-mails received).
- Published revised graphic standards (the first revision in more than 15 years) and published them on the HIP page and in paper form.
- Secured final approval of federal trademark for GoForward®, FlexEd® and You're Just a Click Away From Going Forward ® brand and image identifiers.

- Developed and executed strategic message communication campaign (February-April 2003), which included print advertising, event communication and Web site display. Messages included a "thank you" to students, donors and the community, along with news of College enrollment, program and learning environment growth, as well as management strength. Major call to action was "experience Harper" with a directive to visit the College Web calendar. During the course of the campaign, traffic to the Web calendar increased by approximately 2,400 unique visits each day.

- Added the eight radio spots to the Harper on-hold system so that community members who are placed on hold when calling the campus could hear them.

- Developed 12 new student and faculty "GoForward" outcome stories and communicated these stories via course schedule covers, Web site, five new radio spots and 12 new print advertisements.

- Planned and developed creative concepts for Summer 2003 strategic message campaign.

- Replaced the College magazine View with a printed annual report to be distributed in the fall of 2003.

- Continued to grow Web site traffic through online and offline tactics. During May 2003, average visits per day equaled 6,872, compared to 4,786 in December 2002 and 2,714 in December 2000.

Task: MA-1.6

Work toward excellence in Management Information Systems (MIS) reporting to the State of Illinois and all other bodies who require reporting data.

- Reviewed and developed new processes and procedures related to ICCB reporting requirements in collaboration with Academic Affairs, Student Affairs Information Technology. Error rate has been reduced considerably.

DIRECTION 2

Enhance the campus climate and communication through the implementation of the core values, diversity initiatives, relationship building, integration of new employees, the management of organizational change, and review of the shared governance system.

Task: AA-3.3

Review the organizational structure within the Academic Affairs area and assess its effectiveness.

- Merged TECH and the Music Academy into the Continuing Education Division to reduce costs and expand services:
  - Reorganized the TECH Department.
  - Reorganized the Extension Services Department to manage building operations at Harper Professional Center.
  - Eliminated 3 FTE positions to reduce expenses.
  - Filled vacant positions from within without adding to workforce.
- Transitioned the Early Childhood Education department to the Business and Social Sciences Division along with Child Learning Center facilities.

Task: AA-3.4

Develop and execute a plan to recruit, select and retain qualified faculty and staff.

- Developed a graduate course focused on improving teaching and student learning that will be available to faculty beginning Fall 2003.
- Reviewed administrative strengths in academic affairs administrative personnel and, in collaboration with the Deans' Council and the Vice President, developed plan for involving these administrators more effectively in the New Faculty Class/Orientation.
- Supported new faculty orientation and new faculty class to assist in the retention of qualified faculty and the continuous improvement of teaching.

Task: AA-4.4

Develop greater collaborations between Academic Affairs, Student Affairs, and Enrollment and Marketing in order to enhance student retention.

- Collaborated with Academic Affairs, Student Affairs, Assessment and Testing Committee and Academic Standards Committee in obtaining approval to waive the assessment and testing requirement for students enrolling in the RAC program on a full-time basis.
- Completed student satisfaction surveys for the Tutoring Center.
- Completed Fall and Spring semester student satisfaction surveys for four Student Affairs centers.
- Completed two Learning Communities student surveys.

- Worked with Student Affairs and Admissions to develop a plan to evaluate the effectiveness of the admission criteria for select limited enrollment programs.
- Offered "bridge" course to students moving from AED classes to college level.
- Conducted GED Recognition Ceremonies to aid in student retention.
- Collaborated with Student Affairs to review the medical withdrawal procedure.

Task: HR-2.1
Develop and implement initiatives that respond to the employee goals of the College-Wide Diversity Plan.

- Investigated the use of Ethical Fitness Seminars for use with faculty, administrators and staff; offered during the year if appropriate.
- Conducted 17 diversity workshops attended by 45 participants.

Task: HR-2.2
Develop and implement recruitment and retention strategies for under-represented populations.

- Established the Human Resources Consortium for Inclusive Hiring of Community Colleges in northwestern Illinois.
- Expanded the Diversity Workshops to include all employee vacancies.
- Incorporated a Diversity Web site to the main Harper Jobs/Diversity page.
- Provided peer support for diverse employees through regularly scheduled luncheons.
- Initiated the Diversity "Book Club" in Spring 2003.
- Researched and created an internal human resources VISA employment guideline booklet.
- Incorporated the Diversity Web site into the main Harper Jobs/Diversity page and collaborated with Marketing Services to ensure that this site was updated weekly.
- Created, processed and invoiced 192 ads and approximately 150 Internet recruitment postings.

Task: HR-2.3
Continue to address issues that affect under-represented employees.

- Provided ombudsman role for the unique concerns of employees from under-represented groups.

Task: HR-3.1
Strengthen the process for employee development.

- Evaluated employee workshops to ensure correlation with institutional priorities (i.e., core values, ethical fitness, diversity and customer service).

Task: HR-3.2
Institute a supervisory development curriculum.

- Collaborated with Workplace Solutions on curriculum for supervisor development.
- Implemented Supervisor Book Club to facilitate development of management skills.

Task: HR-3.4
Initiate and promote staff training and organizational development strategies to support computer skill needs, departmental initiatives and improved customer service.

- Provided ongoing computer training through the Information Technology division.
- Conducted five customer service workshops which were attended by 63 participants.
- Developed 60 customized departmental reports.

Task: HR-3.5
Provide training to support program and committee effectiveness.

- Expanded video library to include holdings on committee "best practices".
- Provided on-site workshops on institution and program specific needs (i.e., diversity, Myers-Briggs and team building).

Task: HR-3.6
Enhance diversity and multicultural awareness among all employees.

- Collaborated with members of Diversity Committee as well as President's Council to implement and update College's Diversity Plan.

- Collaborated with International Committee to recommend a graduation requirement in World Cultures and Diversity.

Task: HR-3.7
Develop, fund and maintain a staff development program that provides opportunities to enhance personal effectiveness provides appropriate feedback on job performance and enhances multicultural awareness.

- Developed and implemented Executive Leadership Series in Spring 2003 with Marilyn Moats Kennedy speaking about "Age Diversity and the Workplace."
- Developed new workshops on Coaching and Discipline to enhance the College's performance appraisal process.
- Incorporated theme of Diversity into Employee Day, Service Awards and Retiree Recognition celebrations.
- Reinforced the College's Core Values through theme of "Bringing Out the Best In Each Other" as facilitated by consultant, Bill Durkin.

Task: HR-3.8
Continue to improve the employee evaluation process.

- Conducted evaluation of performance appraisal tool and eliminated areas of repetition based on results.
- Conducted performance appraisal workshops.
- Developed two new workshops: Coaching and Discipline for implementation in Fall 2003.

Task: HR-3.9
Recognize and reward the contributions of employees.

- Conducted Employee Day, Service Award and Retiree Recognition Ceremonies.
- Developed and incorporated the feature "Living Our Values" into internal newsletter, Inside Harper.

Task: HR-3.11
Provide an employee-friendly environment and culture with institutional support for feedback and response.

- Designed and implemented internal employee newsletter, Inside Harper which communicates stories that showcase employees "living our values."

Task: HR-4.1
Support organizational development through effective policies and systems.

- Worked collaboratively to design and formulate privacy and HIPAA policies.
- Provided sexual harassment, workplace violence and non-discrimination complaint processes.

Task: HR-4.2
Examine alternatives and enhancements to the College's reward and compensation system as a strategy for recruiting and retaining competent staff.

- Processed SURS for all new employees.

Task: HR-4.3
Advance the administrators' and supervisory employees' ability to conduct performance coaching and the regular administration of employee performance appraisals.

- Conducted performance appraisal workshops for administrators and supervisors.
- Provided individualized coaching through consultant, Bill Durkin regarding effective strategies for "bringing out the best in our employees."
- Conducted 15 performance appraisal workshops which were attended by 74 supervisors and administrators.

Task: HR-4.6
Establish continuing internal communications with employees and retirees.

- Designed and implemented internal employee newsletter, Inside Harper.
- Placed sexual harassment, workplace violence and ADA policies and procedures on College's Intranet to facilitate employee access.

Task: HR-5.1
Assess the needs of the organization relative to employee skills in order to ascertain the requirements of using technology in the workplace.

- Provided computer training to third shift custodial staff.

Task: HR-5.4
Provide an environment for staff development and training to maintain the appropriate skill level.

- Evaluated and revised institutional workshops to correlate with institutional core values and diversity initiatives.

- Expanded diversity workshops to include all employee searches.
- Provided customer service workshops to divisions upon request.

Task: HR-6.1
Facilitate communication among internal constituents.

- Developed and implemented employee newsletter, Inside Harper.
- Initiated monthly administrative forum to review and discuss institutional concerns.
- Redesigned the new administrator orientation program that was attended by 14 administrators.

Task: HR-6.2
Ensure effective administrative support for the implementation of Institutional Core Values.

- Developed and implemented institutional workshops which correlate with Stage III of the Core Values Initiative—Alignment.
- Developed and coordinated the 2002 Employee Day and Spring Orientation Theme of "Bringing Out the Best in Each Other".
- Incorporated Core Values Workshop into new employee orientation and conducted six orientation programs.
- Conducted 70 employee workshops that had Harper's Institutional Core Values as the primary theme.

Task: HR-6.3
Support the continued professional development of the senior administrative team focusing on teamwork and collaborative decision making.

- Initiation of Executive Leadership Series called "Diversity in the Workplace."

Task: IA-1.7
The College and the Harper Foundation will continue to coordinate mutual support activities from Informational Technology, Marketing Services, College Relations and other areas of the College.

- Coordinated efforts with the Office of Financial Affairs and the academic divisions to give 135 student scholarships and 42 student awards.
- Recognized and awarded the McGrath Community Service award to Sam Oliver for her efforts in the community and for the College Foundation.

- Provided community outreach grants to the Women's Program, the Harper National Art Exhibition, the Northeast Palatine Resource Network, the Police Neighborhood Resource Center and Northwest Philanthropic Trust diversity initiatives.

- Provided seven grants through the Resource for Excellence program: one to Enrollment and Marketing, three to Academic Affairs and two to Student Affairs.

- Coordinated with Academic Affairs to provide four significant faculty awards.

Task: IA-2.1
Develop and implement an environmental scanning system to assess the internal environment of the College and the external environment in which it operates.

- Completed Harper College's first-ever Environmental Scan, which will become the basis of data for the SWOT analysis going forward.

- Updated fact book and coordinated consolidation of all outside agency requirements to conduct process review in FY04.

- Held a Community Planning Workshop including 50 opinion leaders from the community representing education, business, community organizations, government and area residents to provide feedback on the College's Environmental Scan.

Task: IA-2.2
Enhance the system and process for developing a Strategic Long Range Plan that guides decision making at unit, area and institutional levels.

- Simplified and consolidated the Goals and Tasks portion of the Strategic Long Range Plan, resulting in a more focused set of Institutional Goals.

Task: IA-3.1
Continue to implement and evaluate the shared governance system focusing on communication, flow of information and decision making within the College.

- Reviewed administrative roles and positions on committees in shared governance system with the Deans' Council to determine areas where administrative involvement can be strengthened.

- Renewed our commitment to building a collegial environment and relationships for the future.

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DIRECTION 3

Continue integration and evaluation of a comprehensive strategic enrollment plan that addresses student recruitment, programs, retention and diversity initiatives.

Task: AA-1.2

Expand the multicultural and diversity components in the curriculum.

- Developed multicultural and diversity materials in the Library collection and through a "Multicultural and Diversity Resources" Web page.
- Initiated the discussion of a diversity/multicultural graduation requirement developed by International Studies and Academic Affairs. Proposal sent to Academic Standards Committee.
- Provided programming to bring international ideas and information to the campus including read-around-the-world faculty/staff development program, international week activities, training for study abroad faculty coordinators and a seminar for over 300 campus and community participates to discuss "The Middle East Through Arab Eyes."
- Collaborated with Student Affairs to develop administrative procedures for American Academy in Paris Learning Community.
- Provided administrative support for 15 students and 3 faculty to participate in learning abroad experiences during the school year.

Task: AA-4.1

Develop a plan for the promotion of academic programs to reflect the College's unified marketing approach.

- Established a joint marketing effort to coordinate all computer training across campus:
  - Collaborated with Marketing Services support to create a unified computer training brochure and held Information Sessions in Fall 2003 for Computer Information Systems, TECH, Continuing Education, Computer Training, Administrative Technology, Computer Science and Corporate Services.
- Developed tactical activities to promote Continuing Education programs including best customer direct mail, print advertising, and program specific direct mail.
- Created bookmarks to promote online tutoring services.
- Improved communication materials directed toward international students.
- Developed and regularly updated the Tutoring Center website.
- Conducted the first Health Careers Open House on May 6, 2003, with 235 participants.

- Collaborated with Enrollment and Marketing to expand the use of Web sites for promoting student services.

- Continued expansion of the Learning Life e-mail newsletter to adult learner prospects:
  - Produced 12 regular issues and two special issues.
  - Maintained a prospect/subscriber database of 8,000 to 10,000 people.
  - Tracked links promoted via the newsletter to reveal that these links regularly appeared among the top 25 most visited links following the e-newsletter promotion. In addition, on and just after the day of distribution, traffic to the Harper Web site was consistently higher by an average of 2,400 additional unique visitors when compared to the average daily traffic.
- Established a library marketing team to develop a marketing plan for Library Services:
  - Collaborated with marketing to develop streamlined publications.
  - Planned soft seating for browsing area.

Task: AA-4.2

Focus marketing efforts on identified distinctive and high-growth potential programs as well as a limited number of targeted programs with particular marketing needs.

- Collaborated with Life Science and Human Services on Health Career Open House, and 235 prospective students participated.

- Hosted first Annual Early Childhood Conference for high school students with 90 participants from seven high schools.

- Promoted In Zone summer Kids and Teens program through Web site, e-mail and direct mail. Initiatives increased attendance at February open house and exceeded FY 2002-2003 enrollment/revenue.

- Designed and distributed complete TECH/Computer and Personal Enrichment Fall and Spring Continuing Education course schedules and complete Summer Continuing Education course schedule.

- Secured targeted list and developed Fall 2002 and Spring 2003 direct marketing communication campaigns for the following Continuing Education programs: Food Service, International Trade, Dental Education, Aviation, Volunteer Management, Certified Financial Planner, Dietary Management, Music Academy, Learning Vacations and Floral/Garden.

Task: AA-4.3
Investigate additional community awareness (outreach) events to be incorporated in marketing efforts.

- Attended the Chicago Tribune Health Careers Expo. interacting with 50 prospective students and/or community members and collected 33 contact cards.
- Trained and sponsored Student Ambassadors to provide volunteer support to non-recruiting events, e.g. Harvest Gala, Blood Drives, Wellness Week, etc.
- Developed a new Internet Web site to provide information to faculty, counselors, staff and prospective students on criteria for admission to 12 Limited Enrollment programs.
- Initiated "Careers in Education" information sessions in Fall and Spring semesters with over 150 attendees.

Task: AS-1.3
Develop a process to link the Strategic Long Range Plan to the budget.

- Developed a process to tie all major initiatives planned in FY04 to the institutional budget and College goals.
- Utilized the new goal structure to guide where budget cuts and reallocations occurred in the FY04 budget.

Task: MA-1.1
Provide research and analysis of data to support institutional planning and decision making.

- Generated weekly applicant reports for each term to assist Divisions and Vice Presidents in planning by providing updates on applicant demographics including gender breakdown, major area of study and residency of applicants. Reports are sent to all administrators and Center for New Students team members.
- Completed 37 research projects resulting in 54 reports and responded to 50 ad hoc requests for research to assist Enrollment and Marketing and other areas of the College.
- Completed comprehensive benchmark new student cohort retention report which tracks retention of new student cohorts from Fall 1998 through Fall 2001.
- Completed an environmental scan of the Harper District covering six categories: economic, educational, demographic, political, social and technological.
- Completed report on surveys of FY1999, FY2000 and FY2001 graduates.

- Completed study on Distinguished Scholars program. One of the findings was that there should be more recognition of the students as scholars.

- Completed eight reports (Fall and Spring semester) from student satisfaction surveys for four Student Development Centers and one report for the Tutoring Center.

- Completed three COMPASS/ACT placement studies.

- Evaluated student surveys comparing full-time student orientation with orientation student surveys paired with Fall semester GPA. New full-time students continue to show trend of working more hours.

Task: MA-3.1
Review and revise the annual Recruitment Plan.

- Reviewed the draft plan and provided estimates of latest Fall-Spring retention rates for Fall 2002 new students.

- Adjusted the number and size of adult open house events from three large events to five smaller events to be held at off-campus locations in the community and continued the strategy of holding three open houses for the first time in College market segment.

- Added the newly-created adult search piece to the tactics for recruiting adult students.

- Re-emphasized including young adult market segment into activities for adults and for first time in college segments.

- Identified a new strategy to recruit adult students by using the list of companies that are eligible for NAFTA and other retraining funds as a result of employee layoffs.

- Collaborated with the Career Partnership to hold multiple high school articulation events with the feeder high school districts and presented a single point of contact to improve relationships.

Task: MA-3.2
Nurture and strengthen working relationships with high schools within the district through continued communications.

- Collaborated with High School District 214 to host their College Day and collaborated with Districts 211, 214 and Barrington High School to host the Career Expo in the Wellness and Sports Center.

- Hosted approximately 82 district high school sophomores, juniors and seniors, and their instructors for four days. Collaborated with Harper marketing and Communications faculty to present career path information to interested students. Further outcomes included invitations to visit three high school and two job-shadowing experiences.

- Collaborated with Career Partnership to provide printing and direct mail for the Spring 2003 career open house, which attracted approximately 750 high school students and their parents.

- Developed graphic identity and designed print pieces for CollegeNow Career Partnership collateral and advised on Web site design.

Task: MA-4.1

Continue to review and revise strategies to maximize enrollment in First Time in College (FTIC), young adult and adult enrollment.

- Increased total FTIC applicants by 5% and total Young Adult applicants by 1.2%. FTIC inquiries increased by 61% from the prior fiscal year.

- Collaborated with Marketing Services to revise the flow of letters from EMAS to high school juniors.

- Planned and executed an enrollment advertising campaign that captured approximately a 1.2 percent share of voice among Chicago area educational advertisers.

- Collaborated with Student Development to create an Adult Student Advocacy team to study and advise the College on the needs of adult students.

- Processed 11,330 admissions applications during the 2002/2003 academic years.

- Revised and re-formatted all limited enrollment program admission criteria information sheets. The revised information sheets are now consistent, accurate and user-friendly.

- Executed annual reverse transfer advertising and direct marketing program in collaboration with Outreach. Campaign included print ads in student newspapers of the top three reverse transfer colleges and direct mail to all young adult students who attend college out of district. Outcomes included an increase in young adult applications for Summer 2003.

- Increased application volume of students interested in the Limited Enrollment programs by 28% over the past year.

- Trained, mentored and sponsored 30 Student Ambassadors who provided over 1000 hours in volunteer work in support of recruiting, research, campus tours, fundraising events, wellness events and advising events.

- Promoted Spring 2003 parent-prospect high school open house. Approximately 450 people attended, and 88 percent reported that they heard of the event via the direct mail post card.

Task: MA-4.2

Incorporate enhanced strategies to maximize the effectiveness of scholarships into Enrollment Management Plan and market aggressively.

- Removed registration blocks for 15,000 students who had been blocked from enrolling at Harper due to a change in the College's procedure for admission.

- Increased the number of applications for financial assistance by 21 %, the number of students receiving financial assistance by 18% and the number of dollars awarded to qualified students by 7% over last year.

- Conducted 21 high school visits in an effort to increase awareness and communicate to prospective students the various scholarships opportunities available to them at Harper.

- Conducted four financial aid awareness seminars for the general public with bilingual staff to assist prospective students.

- Advertised the many financial aid opportunities available to students through campus resources such as the Harbinger newspaper, campus monitors, bulletin board, flyers, etc.

- Completed taping for the Distinguished Scholars video project. Final production will be completed in July 2003. Video will be used to showcase Harper scholars and to generate awareness of and build support for the College's academic excellence.

Task: MA-4.3

In collaboration with Academic Affairs and Student Affairs, continue to develop an Enrollment Plan that addresses program, recruitment and retention initiatives.

- Developed and implemented strategies to promote accessibility to enrollment services that contributed to the overall increase in credit enrollment of 3.52%, the highest FTE enrollment in Harper history.

- Increased application volume of students interested in the Limited Enrollment programs by 28% over the past year.

- Removed registration blocks for 15,000 students who had been blocked from enrolling at Harper due to a change in the College's procedure for admission.
- Processed over 2,100 petitions for graduation.
- Posted over 1,300 degrees and certificates.
- Processed 25,400 official academic transcripts.
- Collaborated with Student Affairs to assist students to attend national competitions.
- Implemented the first phase of research related to classroom utilization and scheduling of courses to meet the increased demand from larger enrollments.
- Established an enrollment management plan for MOA and DIT as a part of the Perkins grant activity. Established benchmarks for program and course enrollment and a curriculum plan/schedule to meet user needs/preferences.
- Attended or conducted a total of 141 events resulting in 3,500 people seen and 1,900 contacts generated including 46 business visits, five College Days, four Community Events, 29 High School Visits 26 On Campus events.
- Promoted July 2002 Career Forward event in collaboration with Outreach and Communications. Secured 399 RSVPs; attracted approximately 255 adult prospect attendees; and added 399 individuals to EMAS adult prospect database.
- Increased overall application conversion rate from 2% to 65.9%. Young Adult conversion rate increased 8%, and Adult conversion rate increased 7%.
- Created admissions requirements for seven new Limited Enrollment programs in collaboration with the Life Sciences and Human Services Division.
- Presented 23 information sessions to 846 students interested in the Nursing, Certified Nursing Assistant and Cardiac Technology programs.

Task: MA-4.4

Continue to improve projections of the College's annual credit and non-credit enrollment, both independently and combined.

- Ordered the GIS software component that allows for point mapping. Shifting trend maps could aid developing more accurate projections.
- Obtained Fall K-12 enrollments to use for projections.
- Provided GIS maps of the Harper District showing where residences of Continuing Education students are concentrated.

Task: MA-4.5

Increase the number of student prospects who demonstrate academic or community leadership.

- Collaborated with Student Development to improve the focus of the Distinguished Scholars program.
- Promoted Harper's image through seminars and various merit awards such as the Student Leaders Scholarships, Distinguished Scholars and Trustee Scholars. Enhanced communication and partnerships with the local high schools

Task: MA-4.6

Foster a partnership between Student Affairs, Academic Affairs and Enrollment and Marketing to offer flexible schedules and alternate course formats which are responsive to student preferences and needs.

- Assisted with the development and implementation of critical activities related to the academic calendar after the faculty contract settlement.
- Developed resources and provided support for division to use for course-specific and niche promotion. This includes flyer, poster and letter templates.
- Developed the Fast Track Program to be implemented in FY04.

Task: MA-4.7

Adopt new technology innovations in marketing, recruitment and enrollment that allow for increased accessibility for programs and services.

- Implemented an Outreach Activities database to track comprehensive information about Outreach programs and activities.
- Implemented a database to track RSVPs for events including source information.
- Implemented the new SEVIS system that allows online reporting of international students.
- Automated the book voucher process. This process allows students on financial aid to purchase books and supplies directly through the bookstore and eliminates the need of a paper voucher. Several hundred students have benefited from this process.
- Developed a new tracking system for Limited Enrollment programs to create more efficiencies within the office and to increase and improve communication to students applying for those programs.

- Developed marketing services resource section on the Enrollment and Marketing HIP page. This includes the graphic standards manual, flyer and signage templates, downloads for logos, online project and tactic request forms and process information on working with graphics, Web content, print and mail services.

- Created an RSVP database to track and follow up responses for recruiting events.

- Increased traffic on the Harper College Web site. For 2003, harpercollege.edu averages 6,621 visits per day.

- Launched the electronic magazine Learning Life. This monthly e-mail newsletter is sent to approximately 8,500 to10,000 subscribers, most of whom are adult learners. During the month of May, the average number of visits per weekday was 7,857. Also, when specific links highlighted in the newsletter are tracked for the three to five days following distribution, these links regularly appear among the top 25 most visited College Web pages for that time period.

- Implemented the automated Enrollment Verification process via the Internet.

- Implemented the Web Grade Inquiry in collaboration with IT. Most of survey respondents (97%) were very satisfied with this new application process.

- Instituted a FERPA initiative to inform new faculty and staff hires of their role and responsibilities in enforcing the rules and regulations of the Family Educational Rights Privacy Act. This application is now available on the Intranet.

- Completed and launched revised design of the Web site in September 2002 with emphasis on visible, accessible and usable links relevant to new and continuing students, including "apply," "register," "grade inquiry" and Web mail.

Task: MA-4.9

Develop greater collaboration among Academic Affairs, Student Affairs, and Enrollment and Marketing in order to enhance the retention of students in order to assist them in fulfilling their personal goals.

- Obtained assessment-testing agreement for a pilot waiver from automatic English and Mathematics assessment for Refrigeration/Air Conditioning program students in open-entry courses who are able to compete academically and enroll for more than 12 hours of classroom credit per term.

Task: MA-5.1

Continue to lead and work with each area to identify indicators that should be monitored because they reflect the vitality of the institution.

- Incorporate three mission-specific indicators (addressing student satisfaction, Continuing Education course offerings, and student ethnic diversity) into the ICCB Results report for FY03.

Task: SA-2.1

Collaborate with governance committees in the development and implementation of retention oriented strategies and programs.

- Worked with Dean's Council and Academic Standards to review College-wide retention/success data and began identification of areas for further retention efforts. Established campus retention theme for 2003-2004.

- Initiated request through Assessment and Testing Committee and Office of Research to examine success of students with very low assessment scores.

- Addressed Diversity Plan initiatives collaboratively through Center for Multicultural Learning and the Diversity Committee.

- Achieved positive results from a pilot program to enroll new full-time students in linked courses with a common enrollment (passive learning communities). Pilot students as compared to non-cohort control groups:
  - Enrolled in a greater number of credit hours (14.66 vs. 8.96).
  - Had a higher Fall retention rate (90% vs. 77%).
  - Had a higher Fall to Spring retention rate (85% vs. 76%).
  - Had a higher Fall GPA (2.6 vs. 2.1).

Task: SA-2.2

Implement further intervention systems for at-risk students.

- Achieved strong results from SOAP (probation) interventions:
  - 29% returned to good standing.
  - 60% of those not returning to good standing earned a semester GPA of 2.0 or higher.
  - 71% Fall to Spring retention.

- Achieved high success rates for disabled students receiving interventions. Exceeded mean GPA and completion rate goals:
  - Achieve Program:
    - 81% maintained above 2.0 GPA.
    - 2.55 mean GPA.
    - 92.4% Fall to Spring retention.
    - 100% Spring course completion rate.

- Deaf Services:
  - 78% maintained above 2.0 GPA.
  - 2.78 mean GPA.
  - 68% Fall to Spring retention.
  - 83% Spring course completion rate.
- PASS/LD Services:
  - 81% maintained above 2.0 GPA.
  - 2.49 mean GPA.
  - 92% Fall to Spring retention.
  - 100% Spring course completion rate.

- Exceeded freshman completion rate goals for athletic monitoring program:
  - Improved participation from 52% last year to 89% this year.
  - GPA of 2.14.

- Achieved positive results from interventions with new at-risk students:
  - 2.19 mean GPA.
  - Enrolled in more courses overtime than those not receiving interventions (13.21 vs. 10.79).

- Achieved positive results from students enrolled in ORN 101:
  - 86% completed the Fall semester with an average GPA of 2.38.
  - 82% completed the Spring semester.
  - Planned for expanded offerings of ORN 101, including a self-paced version of the course.

- Achieved positive results with the 204 undecided major students who participated in the Fall Destination Future intervention program:
  - 90.2% returned for the Spring semester.
  - 84% obtained a 2.0 or higher GPA (2.77 average).

Task SA-2.3

Develop greater collaborations between Student Affairs, Academic Affairs, Enrollment and Marketing, Information Technology, Administrative Services, President's Office and Human Resources to ensure academic success and enhance personal development of students.

- Offered three group advising sessions with Admissions Outreach to prospective nursing students who were denied admission in an attempt to retain them in an alternate field of study at the College. Approximately 40 students attended.

- Established math refresher Continuing Education workshops and tutoring to improve success of assessment testers. Three workshops have been held and served 50 people.

- Worked closely with Admissions Outreach to host successful events for disabled students and their families:
  - 17 Harper visits by 16 high schools along with nine other events reaching 167.
  - Open House for parents reaching 37 (89% satisfaction rate).
  - 60 high school seniors and 26 juniors plan to enroll at Harper.

- Implemented additional student athlete recruitment strategies in collaboration with Enrollment and Marketing:
  - Began development of "flash" presentations to improve individual sport recruitment.
  - Purchased editing software that will enable College to feature particular athletes.
- Established an e-mail alias (i.e. newbies@harpercollege.edu) to enhance communication about new and prospective student issues between Admissions Outreach and Center for New Students.

Task: SA-2.4

Continue to develop and implement recruitment and retention strategies for diverse and/or under-represented populations.

- Served over 3,400 prospective and new part-time students in the Center for New Students and Orientation:
  - 80% applied to the College.
  - 63% enrolled.
  - 99.5% satisfaction with services.
- Achieved positive retention and success results with non-SOAP (good standing) students seen for Fall advising:
  - 97.2% Fall completion rate.
  - 85.2% Fall to Spring retention.
  - 87.5% (continuing) and 83.3% (new) achieved 2.0 or higher GPA.
- Offered special sections of RDG and ENG for Deaf/Hard of Hearing students with successful retention outcomes:
  - 84% of the RDG 090 students were semester completers and 90% of the ENG 098 students were semester completers.
  - 36% of the RDG students moved on to RDG 099 and 36% of the ENG students moved on to ENG 100.
  - Gained approval for two new developmental courses with projected $5,000 savings in interpreting costs.
- Increased number of participants in the Women's Program by 11% through targeted outreach presentations. Achieved positive retention/success results:
  - 86% of participants who enrolled in Fall coursework completed semester.
  - 80% had a 2.0 or higher GPA (24.2% received a 4.0 GPA).
  - Met 100% of exits to education and exits to employment grant goals.
- Revamped Orientation program format and increased new full-time students served by 4.5%:
  - 2.18 average Fall GPA.
  - 87% retained through the Fall semester.
  - 82% retained to the Spring semester.
  - 98% felt welcomed at Orientation.
  - 94% felt more confident as a result of Orientation.

- Supported retention through free legal services for students:
  - 64% of respondents indicated that the free legal advice "helped them stay enrolled at Harper."

Task: SA-2.5

Offer programs and services at times, locations and in ways that respond to student needs, including offerings at off-site locations and Web applications.

- Administered 28,107 tests in the Assessment and Testing Center:
  - 4.8% increase over previous year.
  - 99.5% satisfaction with services/assistance received.
- Improved customer service by streamlining Orientation Day 1 process for ESL and students needing testing waivers.
- Established Web links to suggested two-year curriculum plans for Harper transfer programs.
- Offered programming to facilitate the transfer process:
  - Five trips to four-year institutions, servicing over 40 students.
  - 28 visits by six four-year institutions to meet with Harper minority transfer students.
  - Three college fairs representing more than 70 four-year institutions, reaching over 950 students.
  - 70 hallway visits by 25 four-year institutions.
- Expanded availability of the personal trainer in the Fitness Center.
- Sold over 15,000 tickets in five different venues and handled revenues exceeding $143,000. Box Office hours were expanded to accommodate the new events in the Performing Arts Center.

Task: SA-2.6

Collaborate with other areas of the College in the recruitment and retention of academically successful student leaders.

- Enabled Student Ambassadors trained and sponsored by Admissions Outreach to maintain an average cumulative GPA of 3.32.
- Examined retention and success rates for the 76 Distinguished Scholars:
  - 99% Fall completion.
  - 94% Fall to Spring retention (of those not returning, one transferred and one went abroad).
  - 90% maintained a 3.0 Fall GPA (all but one of the remaining students earned a 2.75 Fall GPA).
  - Revised program requirements for greater efficiency effective 2003-2004.
- Expanded awards for outstanding athletes in sports and academics:

- Promoted, recruited and awarded the Roy Kearns Memorial Scholarship.
- Began investigating feasibility of offering leadership scholarships to high school athletes.

- Exceeded student success and retention targets for student leaders:
  - 94% of the student leaders surveyed earned a 2.0 GPA or higher.
  - 98% of student leaders stayed enrolled in the Fall and 97% re-enrolled in the Spring
  - Retained 89% of eXcel students into the Spring semester. 85% achieved a 2.0 or higher GPA. 65% had 3.0 or higher.
  - Conferred 23 Student Service Awards to student leaders in conjunction with the Office of Scholarships and Financial Assistance.
- Orchestrated the 36th Annual Student Awards Banquet that honored 78 student leaders and was attended by approximately 200 people.

Task: SA-4.1

Develop and implement initiatives that respond to the goals of the College-wide Diversity Plan.

- Expanded efforts to infuse diversity throughout the curriculum by launching the Multicultural Faculty Fellows program. Four fellows were selected representing the disciplines of economics, library services, speech/theatre and ESL. The unveiling of the four projects will take place on August 22, 2003.
- Surveyed 20 first time in college (FTIC) African American students to examine College programs/services that have an impact on this population.
- Produced "The Meeting" during Black History Month and drew 1,287 attendees.

Task: SA-4.2

Implement recruiting and retention strategies for students and staff of color.

- Attended or conducted 12 events specifically focused on minority students. Over 950 students attended events with over 300 inquiries generated.
- Met individually with over 1,000 prospective students of color and their parents and provided an introduction to the college experience.
- Hosted 1,485 diversity students from junior high and high schools in the district for on-campus visits and events through collaborative efforts of Center for Multicultural Learning, Student Activities and Admissions Outreach.
- Implemented targeted group and student club advising efforts for diverse students.

- Provided interventions and financial assistance to 20 minority students through REACH program:
  - 60% attained a GPA of 2.0 or higher.
  - 100% Fall semester completion.
  - 85% Fall to Spring retention.

Task: SA-4.3
Continue to promote attitudinal, communication, electronic and physical accessibility for persons with disabilities.

- Accommodated disability accessibility in seven remodeling and campus improvement projects, including Life Safety priorities and future computer, Web and phone systems.

- Conducted seven disability awareness trainings for faculty, students, high schools and community groups, reaching 1,587 people.

Task: SA-4.4
Continue to address gender specific issues.

- Sponsored six Women's History Month programs, attracting 190 to keynote address and reaching an additional 100 contacts through later programs.

Task: SA-4.5
Continue to address issues which affect non-traditional students.

- Attracted 1,100 to "Adult Student" programs.

- Developed a pilot program to expand support services for adult women. Program to be implemented in 2003-2004.

Task: SA-4.6
Continue to address issues that affect gay men, lesbians, bisexual, transgender and questioning students.

- Established formal linkage between LGBT advocacy services/efforts and Center for Multicultural Learning.

- Advised the Harper Pride student club and worked with Public Safety to address issues of vandalism to club flyers/billboards.

- Conducted two Safe Space Training programs reaching an additional 20 Harper employees, bringing total trained to 130. All attendees indicated an increase in knowledge of Lesbian, Gay, Bisexual and Transgendered individuals.

Task: SA-4.7

The College will expand multicultural learning through diversity education programming and activities for faculty, staff and students.

- Organized 11 successful cultural celebration events:
  - Hosted 1,600 attendees for Black History Month.
  - Hosted 335 attendees for Asian/Pacific Islander Heritage Month.
- Conducted coalition-building retreat for 26 students of diverse ethnic backgrounds.
  - Students subsequently organized and presented Harper Fusion, a multicultural celebration attracting 276.
- Presented five diversity education workshops reaching 274 students, faculty and staff.
- Conducted three modules/workshops on how to do curriculum infusion for the Multicultural Faculty Fellows.

DIRECTION 4

Continue development of a learner-centered campus with systems and facilities that optimize learning, safety, access and seamless service delivery for all constituents.

Task: AA-2.4

Evaluate, modify and expand the instructional facilities to support delivery options.

- Expanded the number of "smart Classrooms" to enhance teaching.
- Completed the Educational Specifications for the redesign of buildings G and H with a focus on maximizing space and sharing resources.
- Dismantled machine shop from discontinued program and re-equipped it for new Maintenance Technology Program.
- Worked with IT to design the technology for instruction in the new Science, Emerging Technology and Health Careers Center.

Task: AA-5.1

Implement the business plan for the Wojcik Conference Center.

- Began operating the Wojcik Conference Center:
  - Installed furniture in July 2002.
  - Procured new kitchen equipment, dishes and serving pieces in July 2002.
  - Hired staff in August 2002.
  - Opened for business in September 2002.
  - Closed out punch list in November 2002.
  - Installed interior signage in November 2002.
  - Installed AV technology in January 2003.
  - Installed sculpture in March 2003.
  - Installed exterior signage in April 2003.
  - Installed fountain in May 2003.

Task: AA-5.2

Develop and implement a plan for occupying new instructional space in the referendum building.

- Developed initial plans for moving programs to the new Science, Emerging Technology and Health Careers Center.
- Initiated process for developing new diagnotix imaging programs in contiguous space with shared core curriculum.

Task: AA-5.3

Develop and implement an operational plan for the Performing Arts Center.

- Developed a common calendar of Theater events, in collaboration with Student Affairs, the Speech and Theater Department, Music Department and the Theater Manager.

Task: AA-5.4

Coordinate facilities management and use with Administrative Services, Student Affairs and Information Technology.

- Developed and documented working relationships with the following resource areas to ensure successful event execution in the Wojcik Conference Center: catering, custodial, media services, physical plant and public safety.
- Collaborated with Student Affairs to accommodate assessments in instructional labs during the Summer term.
- Developed plans to better utilize current spaces in buildings G and H.

Task: AA-5.5

Budget incremental resources needed for expanded programs and services.

- Began the development of three-year budgets for new programming.
- Rearranged priorities and expenditures to acquire full-time faculty and equipment for new programs.

Task: AS-2.1

Develop a monitoring process that identifies and corrects unsafe spaces.

- Completed countertop replacement in A006 and buildings S and H.
- Purchased "Lintel," a Harper faculty member's sculpture and installed it in front of the Conference Center.
- Completed parking lot sealing and repair for FY 2003.
- Completed sidewalk removal and replacement for FY 2003.
- Spent Deferred Maintenance grant on many small projects across the campus.
- Completed C103 remodel for Continuing Education.
- Completed utility tunnel extension funded by the Capital Development Board (CDB).
- Completed moving and furnishing all appropriate offices in Wojcik Conference Center.
- Completed moving Research to the third floor of the Student and Administration Center.
- Completed move and furnishing of Outreach office in C101.

- Completed move and furnishing of back office activities for financial aid and admissions to first bay in cafeteria.
- Completed second floor connection between Wojcik Conference Center and Student and Administration Center.
- Purchased half of furnishings and equipment needed for Performing Arts Center.
- Completed purchasing and installation of audiovisual equipment for Wojcik Conference Center and Performing Arts Center.
- Completed renovation to make restrooms handicapped accessible in the first floor of building H and the lower level of building A.
- Completed Medwediff "Art in Architecture" sculpture project and landscaping in front of Performing Arts Center.

Task: AS-2.2

Assess all major components of the facilities and implement Computerized Maintenance Management system for work orders and preventive maintenance to keep the facilities up to standard.

- Purchased and implemented computerized maintenance management system called FAMIS:
  - Hired technical person to implement and maintain FAMIS system.
  - Loaded necessary data into FAMIS.
  - Began pilot test of FAMIS with employees.
  - Trained employees on use of FAMIS.
  - Received first output from FAMIS.
- Conducted assessment resulting in a new automated Building Maintenance Request System.

Task: AS-2.3

Maintain a high standard of cleanliness that makes the College a pleasant place to teach and learn.

- Completed painting of:
  - All exterior handrails.
  - Visible air intakes.
  - All exterior overhead/service doors in buildings V, M, U and G.
  - Second and third floors in building W.
  - Third floor of building F.
  - Lobby of Performing Arts Center.
- Hired four new custodians to care for new buildings.

Task: AS-2.4

Implement the campus Master Plan with referendum dollars and state funding, including the construction of the Science, Health Careers and Emerging Technology Center.

- Continued construction of the Science, Emerging Technology and Health Careers Center is on schedule, within budget, and includes change orders of less than 1%.
- Completed bidding and installation of campus exterior signage project.
- Completed bidding of campus interior signage project.
- Completed bidding of campus external lighting project.
- Completed bidding and most installation of campus hardscaping and landscaping project.
- Completed detail definition of all furniture needs for Science, Emerging Technology and Health Careers Center working with appropriate staff.
- Developed RFP for assistance in planning move to Science, Emerging Technology and Health Careers Center.
  - Hired staff on a two-year contract to do planning rather than using an outside consultant.

Task: AS-2.5

Develop and implement a regulatory compliance plan for all appropriate areas of the College.

- Completed new policies for use of pyrotechnics and assembly occupancy limits in cooperation with theater staff and Palatine Fire Department.
- Completed building inspections and databases for:
  - Auto shop.
  - Maintenance shop.
  - Road and grounds shop.
  - Fan room cleanups.
- Completed various safety training programs for employees:
  - Forklift training for 50 employees.
  - Confined space training for utilities department.
  - Lock out/tag-out training for utilities and maintenance departments.
  - Fire extinguisher training.
  - Back safety training for 75 employees of physical plant.
  - Chemical hygiene plan training for classroom laboratory instructors.
- Completed phase one of asbestos management plan.
- Conducted and evaluated a campus-wide evacuation and trained 91 Harper employees to be evacuation leaders.

- Completed Homeland Security Advisory System.
- Completed and distributed the emergency procedures desktop reference.
- Completed draft of Emergency Plan.
- Provided safety training for all administrators.
- Completed first phase of actively managing workman's compensation issues and processed claims.

Task: AS-2.6
Along with the Capital Development Board (CDB), monitor the building of the Conference Center and the Performing Arts Center.

- Received occupancy permit for the Wojcik Conference Center and hosted events.
- Received occupancy permit for the Performing Arts Center and hosted events.

Task: AS-2.7
Commission and operate Conference Center and Performing Arts Center as those buildings become available to the College.

- Identified punch list and other problems within both buildings.
- Notified CDB and contractors of problems identified.

Task: AS-4.1
Develop corporate and grant support to provide for financing of facility needs.

- Transferred state appropriation of $4,250,000 to FY 2004.
- Received grant of $225,000 to increase public safety staff.

Task: IA-1.6
The College and the Harper Foundation will continue to support capital improvement initiatives.

- Provided $250,000 of direct support to the College for the equipment and furnishing needs of the Performing Arts and Conference Centers.
- Hosted the dedication of the Performing Arts Center for key donors, community leaders and staff.
- Created a survey for financial consultants to obtain information for planning the Fall Foundation sponsored conference.

Task: IT-1.2

Evaluate emerging technologies to ensure that the College's computing and software resources are current.

- Began process for IP-based Wireless implementation:
  - Negotiated with and secured from Cisco Corporation a wireless engineering study (at a savings to Harper of $62,000) that resulted in the Board of Trustees approving the multi-phase multi-year Wireless Network strategy to support mobile network access for students, staff and campus visitors.
- Investigated IP Telephony to determine technical feasibility:
  - Received grant of equipment valued at $16,770 for testing of IP telephony.
  - Installed Call Manager server and Voice gateway, setup accounts and tested phones for Cisco grant equipment.

Task: MA-1.5

With IT and Student Affairs, continue to implement plans to gather research on potential institutional effectiveness indicators.

- Maintained communication with ICCB concerning institutional effectiveness indicators and shared information with Associate Vice President for Academic Affairs and members of the President's Council.

Task: MA-2.1

Develop strategy to systematically release good news stories to the media.

- Implemented weekly tip sheet to the media.
- Developed close working relationship with reporters for the Daily Herald, Chicago Tribune and Pioneer Press.
- Implemented News Bureau on College Web site.
- Limited negative stories from monthly Board meeting through strategic media planning with senior executives.
- Implemented experts list to highlight Harper faculty members.
- Wrote College crisis communication plan.
- Wrote College communication plan to integrate messaging to the community.
- Counseled senior management on media relations and strategies.
- Developed process to make sure all Harper good news student features can be adapted to course schedule, print ad, poster, display, Web and if necessary radio and direct mail. Resulted in greater time and cost efficiencies and better strategic leveraging of stories to impact Harper's brand image.

Task: SA-1.1

Provide programs and develop strategies to encourage student use of the Student Center and other student-centered facilities.

- Recommended and purchased new student lounge furniture for the Wellness and Sports Center.
- Developed special parking permit system for seniors using the Wellness and Sports Center including increasing available spaces and installing a bench along the south walkway.

Task: SA-1.2

The College will implement a comprehensive Student Center in the middle of campus as noted in the new Site and Facility Master Plan.

- Updated educational specification plans for Campus Life/One Stop facility in collaboration with Enrollment and Marketing.

Task: SA-1.3

Develop and incorporate plans to utilize technology to improve access and service delivery for student life.

- Increased access to advising services through redesigned email advising Web site:
  - Responded to over 3,000 email inquiries, a 7.5% increase from last year.
- Redesigned and renamed job placement system to improve ease of navigation and better access for employers to reach job seekers:
  - Increased average number of monthly users (1,100) by 69% over last year.
- Launched an online orientation for part-time students with over 250 people taking advantage of this option.
- Created a listserv for multicultural students in order to provide an improved means of communicating key academic and cultural event information.
- Installed and implemented new version of SARS-GRID student appointment software.
- Selected as one of 20 colleges in the country to pilot MyStudentBody-Alcohol.com Web site:
  - 396 students accessed alcohol education information through this site.
- Made significant improvements to the Athletics, the WHP Division, and the PED Web pages:
  - Developed Web pages for each sport.
  - Developed and improved the Web pages for Intramurals, Community/Campus Recreation, Facilities/Rental and Fitness Assessment.

- Clarified system for updating these Web pages, and encouraged additional training of appropriate staff.

- Developed Student Affairs business rules and needs for upcoming ERP conversion process. Identified task forces for 2003-2004 to address potential academic advising business practice implications due to this change in technology.

- Updated nearly 90 Web pages associated with the Student Activities Web site, including lists of clubs and organizations.

- Updated Student Activities Procedure Manual and added Web access along with electronic forms for clubs' and organizations' use.

- Expanded Web access to information on Student Activities and Cultural Arts events (lectures, concerts, special events and family events) through the Harper College e-calendar and Program Board Web pages.

- Designed and implemented a separate Web page for the Theatre/Box Office Department:
  - Included events and ticket prices, box office hours and locations, theatre rental information, volunteer information, patron feedback and the ability to purchase tickets online.

Task: SA-1.4

Resolve the space shortage in Student Affairs as well as the deteriorating athletic facilities.

- Approved remodeling plan for the Assessment and Testing Center to expand and improve services.

- Developed facility plans for the following HWP projects:
  - Renovations to the indoor and outdoor facilities.
  - Longer-range proposal for relocating the Fitness Center.
  - Funding for architectural and engineering study for building M.
  - Installation of scoreboard, clock and track timing device.

- Examined the WHP pool rental policies, made adjustments and increased "shared time" access for Harper's Continuing Education Program. Pool usage is now maximized.

Task: SA-1.5

Develop student friendly facilities (including physical access, group gathering areas, emerging technology and electronic access, etc.) in all new construction.

- Consulted with Marketing Services in order to improve campus signage and map.

- Installed a ramp in the backstage area of the J Theatre that will accommodate wheelchairs and people with disabilities on the stage.

Task: SA-1.6
Address staffing, equipment and service needs of campus facilities.

- Developed strategies and plans with Physical Plant and Roads and Grounds for proper facility and athletic field maintenance.

Task: SA-6.1
Develop policies and procedures that create a safe and healthy environment for students and employees.

- Facilitated the placement of five additional AED machines across campus and initiated training program.
- Updated and expanded the Student Affairs Emergency Procedures Manual including evacuation plans for the J Theatre and Performing Arts Center.
- Addressed ADA needs of six employees and developed solutions.

Task: SA-6.2
Support student success by designing programs, activities and events that continue to promote the health, education and wellness of Harper students, staff and community.

- Reached 718 individuals through Wellness Week seminars with 1,800 total contacts for Wellness Week events.
- Provided on-going wellness series reaching:
  - 1,454 students.
  - 588 employees.
  - 58 community members.
- Achieved 96% excellent/good satisfaction rating for Wellness services.
- Implemented marketing strategies/programming for the Fitness Center:
  - 28% increase in participation.
  - 16% increase in revenue from $21,896 to $25,492.
- Maximized credit and co-listed PED course offerings during 2002-2003:
  - Increased enrollment by 19% to 900 credit hours per semester.

Task: SA-7.1
Offer events programming to enrich the educational experience.

- Converted WHCM to FM broadcast radio station in January 2003.
- Achieved strong attendance at Student Activities sponsored events:
  - Presented 124 public programs including 15 sell-out events for a total attendance of 25,800.

- Met or exceeded attendance goals for 75% of cultural arts events.

- Fostered a sense of community through specific all campus events:
  - 9/11 Commemorative, We Remember (400 attendees).
  - Tree Trimming Celebration (225 attendees).
  - Mardi Gras (700 attendees).
  - Created a "building community" task force that provided Student Affairs informational welcome bags to 68 new faculty and staff.

Task: SA-7.2
Provide leadership development opportunities, which afford experience in life planning, goal achievement and citizenship.

- Implemented successful eXcel Leadership Development Series:
  - Achieved attendance goals of 50 or more participants per session during the Fall.
  - Added session about managing finances and fiscal responsibility, especially as it relates to leadership. Most (94%) of attendees said the session gave them "a better understanding of how to manage their debt".
  - Added two diversity sessions with approximately 60 students each.
  - Increased student club participation in eXcel Leadership by 64%.
- Developed volunteer usher program for J143 and PAC that attracted 55 ushers who assisted 14,000 patrons.
- Organized monthly student "get-togethers" with the President (Pizza with the Prez). Participants included athletes, students who participated in the multicultural retreat, adult students, career changers, and students with disabilities.

Task: SA-7.3
Offer opportunities for student exploration of values, self-identity, interpersonal competence, cultural awareness and essential life skills.

- Adjudicated 39 student conduct violations and provided consultation on several other student-related incidents across campus.

Task: SA-7.4
Foster an environment which promotes civility and respect for the dignity of all persons.

- Initiated employee book clubs on diversity and effective supervisory skills such as empowerment.
- Conducted eight Ethical Fitness/Basic Principles workshops with 60 participants each.

Task: SA-7.5

Expand the classroom through the fostering of curriculum infusion opportunities for students.

- Offered multiple classroom presentations and infusion opportunities:
  - Nine sexual assault and harassment prevention presentations, reaching 146 students.
  - Seven career development presentations, reaching 133.
  - 27 Career Center resource tours, reaching 601.
  - Two Lesbian, Gay, Bisexual and Transgendered presentations, reaching 31.
  - Three cultural arts visiting lecturers, reaching 40.
- Provided outreach to faculty to expand their knowledge of curriculum infusion opportunities:
  - Conducted session at Faculty Orientation.
  - Provided curriculum infusion link on faculty development Web site.
  - Addressed Liberal Arts faculty at departmental meeting.

Task: SA-7.6

Increase collaborations among areas within Student Affairs and the extended Harper community.

- Effectively collaborated with Associated Dean for Multicultural Learning to chair implementation of the College's Diversity Plan.
- Worked collaboratively with Vice President for Student Affairs to follow-up on student/employee concerns.
- Created and facilitated a program on goal setting for the student senate.
- Increased multicultural collaborations with the community:
  - Local chapter of Boy Scouts.
  - Girl Scouts - Illinois Crossroads Council.
  - Scout Reach Program.
  - Chicago Latino Film Festival.
  - International Latino Cultural Center of Chicago.
- Continued successful partnership between Women's Program and Sears Women's Network to provide workshops to Women's Program participants.
- Established or updated 21 articulation agreements with eight partner institutions.
- Reorganized the WHP Division by collaborating with Student Activities, Theatres/Box Office, and Health and Psychological Services:
  - Transferred WHP's academic areas to report to the Vice President of Student Affairs instead of the Vice President of Academic Affairs.
  - Reduced budget dollars by $29,000.

Task: SA-7.7

Continue to promote comprehensive intercollegiate athletic and intramural sports programs.

- Served over 5,083 students in 553 separate intramural events and competitions.
- Developed and implemented new strategies to generate participation in Competitive League play, resulting in competitions between student and employee groups.
- Provided fund-raising opportunities for student athletes at functions that serve the community (concessions, Kids Night Out, etc.).
- Worked with 261 athletes in 12 Intercollegiate Athletic sports and increased participation by 24%.

DIRECTION 5

Institutionalize existing and new relationships with external constituents as evidenced through increased public support, funding, programming and partnerships.

Task: AA-3.2

Explore alternative financing options for programs.

- Partnered with Conant High School to offer adult instruction in Machine Technology.
- Submitted preliminary proposals for National Science grants.
- Offered training to 53 corporate clients and generated $863,935 in gross revenue by administering grants to assist companies.
- Applied for and secured external and Foundation grants for ESL and International Student programming.
- Provided leadership and support to those seeking external public sector funding, as evidenced by:
  - Scheduled informational sessions and workshops (17) with administrators and faculty.
  - Provided advice, counsel and editorial assistance to College and external partners related to the preparation of public sector funding requests.
  - Investigated opportunities for public sector funding.
  - Participated in Federal Funding Task Force and interviewed government office staff.
  - Researched funding sources and institutional needs.

Task: AA-3.7

Identify instructional programs and academic support services that could benefit from new or enhanced business and community partnerships.

- Initiated exploration with clinical agencies to use facilities for lab instruction during "down times" in "high cost" equipment program areas.
- Implemented plans to offer the EMS program in cooperation with Northwest Community Hospital.
- Conducted meetings with employers in the area to determine needs for new or improved programs in maintenance, fire science and graphic arts.
- Maintained active participation on PNRC and NPCC Boards to provide Adults Education Services.
- Collaborate with local K-8 districts to secure federal Even Start Grant to fund additional AED course sections.

Task: AS-3.3

Stay current on the new reporting requirements of various external agencies and modify systems to meet those reporting requirements, including implementation of GASB 35 (Governmental Accounting Standards Board).

- Received unqualified audit opinion with no management letter.
- Reaffirmed the Moody's Aaa bond rating.
- Implemented GASB 35 audit reporting one year early.
- Developed audit RFP and selected auditor for next three years.
- Improved IRS reporting of professional development expenses after targeted review by KPMG.
- Coordinated and prepared ICCB self-study for Recognition visit.
- Coordinated onsite visit of ICCB Recognition Team.
- Received ICCB Recognition with no mandatory recommendations.
- Completed ICCB C1 and C2 reports in timely manner.
- Responded to SURS requests for verification.

Task: IA-1.1

The College and the Harper Foundation will continue to develop and implement marketing and solicitation strategies from identified and prioritized financial needs through the involvement of appropriate administration, faculty, staff and key volunteers.

- Recruited and oriented six new board members to the Foundation Board.
- Recruited, oriented and conducted ongoing training for the Foundation/Community Relations coordinator.
- Submitted a grant proposal request for $50,000 to the Motorola Foundation to support distance learning in Math, Science, Technology and Engineering.
- Submitted a grant proposal for $25,000 to the SBC Foundation to support ESL initiatives.
- Solicited and won a $16,000 Omron grant for the English as a Second Language Program.

- Solicited and won a $10,000 grant from the McGraw Foundation, to support and encourage Harper minority student retention. Worked in collaboration with Student Affairs and the Office of Multicultural Affairs.

- Distributed and created three newsletters and an annual report to donors, prospective donors and key alumni for the purpose of recognizing donors and informing prospective donors of giving opportunities.

- Hosted five donor stewardship events relating to scholarships and the theatre seat campaign with volunteers, staff and College faculty.

- Refined volunteer committees for all fund raising efforts to provide greater focus on major and repeat gifts.

- Co-hosted a planned giving seminar for community financial advisors with the Northwest Community Hospital Foundation.

- Installed and publicly unveiled donor walls in the Performing Arts Center to recognize annual fund, life time giving and planned gift donors to the College Foundation.

- Hosted Dinner on the Stage for prospective new community donors with faculty, administrators and volunteers.

- Co-sponsored the Theatre Department in honoring retiree, Mary Jo Willis.

Task: IA-1.3

The College and the Harper Foundation will continue to develop and implement appropriate policy and procedures for record maintenance; gift processing, receipting and reporting; internal process and approval for solicitation; grant development and management; gift and grant stewardship; and financial investment of resources.

- Received an unqualified audit for the Foundation.

- Approved the newly drafted investment and spending policies of the Foundation's endowment.

- Upgraded Raiser's Edge software system to better support major gift tracking and solicitation.

- Approved a formal memorandum of understanding between the Foundation and Board of Trustees related to purpose, resources and support services with the College.

- Created new reporting formats for scholarships and endowment funds to share with donors and College award committees.

Task: IA-1.4

The College and the Harper Foundation will continue developing a constituency development process involving alumni records, centralized mailing lists and monitoring of special College and Foundation events.

- Created e-mail alumni.edu for sharing stories and gathering information about alumni.
- Acquired new prospect lists from professional advisor associations for the purpose of planned gift referrals.
- Created a process to qualify alumni for fundraising purposes through Regent.
- Created a new community leaders constituency database (700 persons).
- Updated retiree constituency lists.

Task: IA-1.5

The College and the Harper Foundation will continue to identify and use volunteer and pro bono support for direct mail, marketing, advertising and fund-raising events.

- Acquired pro bono printing support for all special events.

Task: IA-4.1

Identify Harper programs and services that could benefit from community partnerships.

- Identified needs in Continuing Education and Health Careers areas to seek future partnerships.
- Supported the College enrollment plan by seeking external public sector funding for increased enrollment in targeted areas:
  - Facilitated collaborative submission of Even Start proposal.
  - Facilitated submission of work/study student internship proposal.
  - Worked with Corporate Services and Teacher Education to develop teacher aide cohort with local school district.

Task: IA-4.2

Identify industry segments in College District that could benefit from partnerships with Harper College.

- Identified Health Careers segment as focus for future partnership development.

Task: IA-4.3

Match the needs of Harper and the community through expanding existing relationships and seeking new partnerships.

- Provided major sponsorship of the Illinois Crossroads Girl Scouts recognition event, NASCI Gala, Northwest Philanthropic Trust diversity initiative and the Schaumburg Business Association Dinner.

- Partnered with Northeast Palatine Resource Network, Northwest Community Healthcare Foundation, Barrington Leave a Legacy and the Rolling Meadows Police Neighborhood Center to provide professional education and services to key community constituents.

- Provided Harper benefits (free PAC tickets, Fitness Center Membership, etc.) to community not-for-profits to enhance their fund raising efforts and promote Harper's image as a good community neighbor.

- Conducted a multi-chamber event in the Wojcik Conference Center to showcase Harper's services to the Business Community.

- Conducted Community Planning Event hosting 50 community key influencers from government, business, education, community organizations and district residents resulting in strategic input for future planning.

- Conducted Breakfast with the President sessions targeting Police Districts, private security firms, information technology security and transportation firms to establish new relationships and gain input into program plans.

Task: IA-5.1

Establish a strong support base with government officials.

- Established strong support base with public officials:
  - Received calls from legislators requesting information on the potential impact of legislation.
  - Attended College-sponsored events.
  - Received positive responses from public officials to newsletter contents (5), phone contacts (92) and email updates (15).

Task: IA-5.2

Develop and communicate College's legislative priorities to the appropriate governmental entities.

- Communicated capital development needs to area legislators and governmental entities, which resulted in a $4.25 million State contract for funding water, sewer and electrical infrastructure.

Task: IA-5.3

Assign a liaison to work between the College community and local, state and federal governmental representatives.

- Kept trustees and public officials current:
  - Increased attendance at area community functions.
  - Convened legislative breakfast and campus tours for State legislators.
  - Hosted State Trustee Association meeting and organized public forum on Perkins and Workforce Development with Senator Fitzgerald.
  - Scheduled visits to campus by newly elected officials.

Task: IA-5.4

Periodically evaluate its legislative priorities, objectives and strategies.

- Monitored state and federal level communiqués and legislation:
  - Tracked legislation.
  - Gave input to legislators and government liaisons on pending legislation.
  - Provided information to and sought input from College community on pending legislation.

Task: IA-6.1

Establish collaborative relationships with appropriate community groups.

- Created a comprehensive database of key community leaders.
- Created and sent good news e-stories to key community leader groups, foundations, not-for-profit leaders and chamber executives.
- Supported community events by facilitating the use of College sites and services such as the area Chambers of Commerce, Arlington Million, public officials, NBA Hoop It Up, etc.

Task: IA-6.2

Strengthen its relationship with the community through effective communication and involvement.

- Created and promoted a Speaker's Bureau resulting in the placement of six speaking engagements.
- Integrated community relations activities into existing College Foundation team/staff responsibilities and support systems.
- Developed a call reporting process with strategic communications team members to assess patterns in community perceptions and needs.

- Represented the President's Office and College on ongoing area boards, including Greater Woodfield Area Convention and Tourism Bureau, Northwest Suburban Superintendents' Association, Children's Home and Aid Society of Illinois, School District 54 and the Local Professional Development Council.

Task: IA-6.3
Maintain positive collaborative relationships with the Illinois Community College Trustees Association, Illinois Community College Board and the State of Illinois.

- Provided ongoing field perspective to Illinois Community College Board (ICCB), Illinois Community College Trustee Association (ICCTA), and the State of Illinois (IBHE) resulting in modified policies, practices and legislation.

Task: IA-6.4
Maintain working relationships and collaboration with collar county community colleges and their presidents.

- Worked with area community colleges on legislative initiatives.

Task: IA-7.1
Establish a process for the review, update and revision of the Board of Trustees Policy Manual.

- Updated Board policy manual and gained Board approval.

Task: IA-7.4
Strengthen the Board's role in the legislative process.

- Kept trustees and public officials current:
  - Prepared Trustees for Federal lobby week in DC.
  - Prepared Trustees for State Lobby Day in Springfield.
  - Updated members before legislative committee or board of trustee meetings.
  - Increased attendance at area community events.

Task: IA-8.2
Create innovative ways to communicate news about the College to the media.

- Implemented News Bureau on College Web site.
- Developed close working relationship with reporters from the Daily Herald, Chicago Tribune and Pioneer Press.
- Implemented weekly tip sheet for media.

Task: SA-3.1

Continue to solicit federal, state, grant and private funding to support Student Affairs initiatives.

- Awarded a grant by NASPA to develop innovative health interventions to reduce students' risk of HIV.
- Continued implementation of ACHA grant for cultural competency.
- Awarded extensive external support for ADS ($261,806 in grants):
  - Covered 43% of operating costs.
  - Increased two MCPO grants over previous year.
- Denied additional funds for ORS grant to support disabled students:
  - Planned for restructuring in 2004 and prepared to review all positions and project goals.
  - Eliminated a full-time position and reallocated funds to interpreting services.
- Worked with St. Viators, Greater Woodfield Convention and Visitors Bureau, Ford Motor Company and DCCA to attract development resources to support athletic stadium area:
  - Secured $30,000 in grants for "crumb rubber".
- Received continued HECA funding for multicultural student initiatives and support.
- Awarded Perkins Enhancement Grant to pilot effective uses of degree audit to support career program degree/certificate completion.

Task: SA-3.2

Continue to solicit contributions through the Harper Foundation which will support Student Affairs initiatives.

- Awarded Resources for Excellence grant to train Harper employees in the use of AED/Cardiopulmonary Resuscitation devices.
- Awarded a Resources for Excellence grant to support the second year of the REACH minority student retention program.
- Launched fund raising initiative to endow a scholarship and create emergency fund for students with disabilities:
  - Raised $2,200 for Access and Disability Services with a goal of $10,000.

Task: SA-3.3

Develop partnerships to support Student Affairs initiatives.

- Utilized marketing brochure for rental of College facilities:
  - Attracted seven new clients.

- Increased rental revenue 29% this year over last (from $210,204 to $271,969).
- Attracted 143,706 persons to campus through open and community events in M building (57% increase over 2002).

- Received recognition as 2003 Exemplary Practice Program for Advisor Training by National Academic Advising Association.

- Developed ADS as an intern site for graduate students in National Louis University's Counseling program, enabling an expansion of service without cost to the College.

Task: SA-3.4

Review fee structures and recommend changes as appropriate to support student programs.

- Evaluated and adjusted fee structures in the PASS program for LD students. Students assume 42% of the costs.

- Evaluated and adjusted vocational testing fees effective January 2003.

- Developed rental structure for the Performing Arts Center and reviewed and adjusted rental structure for J Theatre. Proposed improved usage plan and drafted PAC business plan.

DIRECTION 6

Continue to develop and expand technological resources to enhance instruction, student services and support services.

Task: AA-2.2

Expand instructional technology into the curriculum as appropriate with particular emphasis on the development and delivery of Web-based general education courses and programs leading to online certificates and degrees.

- Increased the online course offerings in Business and Social Sciences.
- Added computer-assisted instruction to developmental math.
- Established online GED preparation courses allowing students to earn their GED entirely online.
- Coordinated workshop development and provided support for faculty professional development programs related to online development and delivery of Web-based courses.
- Increased the use of Blackboard to include blended classes.
- Increased enrollment by 11% in online courses from 1,639 to 1,815.

Task: AA-2.5

Assess application technology in the library and take appropriate action to ensure its impact and currency to support the curricular needs of students, faculty, administrators and staff.

- Collaborated with IT to upgrade collection management software in the library.
- Began the process toward becoming a member of the statewide library consortium to enhance services to students.
- Increased library services to distance learners:
  - Launched email-based reference service.
  - Expanded online library instruction Web pages to specific subject areas.
  - Planned for electronic reserves and real-time virtual reference services.

Task: AA-2.6

Maintain greater collaboration between Academic Affairs and Information Technology in the successful implementation of appropriate media and technology in instruction as outlined in the Instructional Technology Plan.

- Enabled two faculty members to complete DoIT fellowships.
- Acquired media and software to enhance instructional programs.

Task: AS-4.2

Submit appropriate and fundable projects to the state of Illinois through the RAMP process and other state funding streams which are identified.

- Received approval for $46,300 in legislative initiative funds for remodeling/renovation of assessment and testing center.
- Submitted FY 2005 RAMP documents by deadline for building G and H remodeling and for new building for One Stop/Campus Life Center.
- Submitted life safety projects for approval by deadline.

Task: HR-5.2

Provide employee programs and services through the College's Web and Intranet applications.

- Updated and maintained Intranet site specific to HR policies and procedures.
- Incorporated "Diversity Web site" into the Jobs/Diversity link of Harper's Web page.
- Developed a Video Resource Library utilizing more than 40 resources.

Task: HR-5.5

Develop technological solutions to Human Resources.

- Implemented online employee recruitment system called PeopleAdmin.
- Designed and implemented electronic employee newsletter called Inside Harper .
- Prepared and processed paperwork for 125 new hires/promoted employees.

Task: IT-1.3

Provide progress reports on the state of Technology Initiatives.

- Provided Board of Trustee's "Next Generation ERP" proposal and presented it at a board meeting to replace existing REGENT system.

Task: IT-3.1

Assess the needs of the organization and business practices to ascertain the requirements of using technology in the workplace.

- Completed installation and implementation of audio/visual and desktop technology in Performing Arts and Conference Centers including all desktop and media support.

- Completed R building moves, implemented desktops and media support and completed C building desktop moves.

- Implemented Wireless Internet connectivity in Conference Center to support and enhance the use by Corporate Services for clientele.

Task: IT-3.3
Explore merging similar technology support organizations and reorganize to streamline services, offer better support and provide a more unified approach.

- Realigned the IT organization into functional operational units and aligned staff technical expertise with functional needs.

- Integrated Software Licensing and Acquisition, Hardware (A/V, computing, telephones) Acquisition and Technology Receiving into Licensing and Acquisitions Group to insure software copyright regulations are adhered to and all acquisitions are managed via a central process.

Task: IT-7.1
Provide training programs, management information systems and decision support tools to facilitate organizational development, institutional effectiveness and process improvements.

- Enabled Service Desk to respond to 19,826 help desk tickets that represent 44% service requests and 56% problem resolutions.

- Offered 162 seminars to 519 participants through the Service Desk. There has been a major change to seminar and training offerings due to the popularity of Self-Paced Study and One-On-One sessions. Customized training has increased based on departmental and/or work-group needs (i.e., fundamental PC training to Physical Plant employees in preparation for the implementation of FAMIS).

ADDITIONAL OUTCOMES

ADDITIONAL OUTCOMES BY TASK

Task: AA-3.1

Manage program offerings within allocated budgets through respective cost center managers.

- Absorbed 7% cut in ICCB Adult Education Grant while maintaining all program courses and services.
- Managed all state and federal grants without an audit finding or disallowed cost.
- Began planning the three-year budget for programming that is scheduled for the next two years.
- Improved the end-or-year profit/loss for Continuing Education (including TECH and the Music Academy) by over half a million dollars compared to FY02.
  - Reduced expenses by over 25%.
  - Realized a 6.73% profit margin.
  - Developed new payment and refund policies that greatly reduced uncollected revenue.

Task: AA-3.5

Implement and evaluate a plan for the acquisition and replacement of instructional capital equipment within Academic Affairs.

- Began redesign of program development process to identify needs for program one or two years in advance.
- Obtained new instructional equipment for every Academic Affairs division.
- Worked with purchasing to plan furniture and equipment for new buildings.

Task: AA-3.6

Ensure that library resources support the curricular needs of students, faculty, administrators and staff in collection development, staffing and technology.

- Continued aggressive collection development and weeding to provide a balance of both traditional and electronic resources for the Harper College Community:
  - Discontinued 400 print and microform periodical subscriptions replaced by access to acceptable electronic versions.
  - Achieved a net gain of more than 5,000 new print, media and electronic titles added to the collection to support changing curriculum needs.
- Provided significant library services to Harper College students, faculty and staff:
  - Loaned 46,770 items including reserve materials (17% increase over FY02).
  - Responded to more than 16,500 reference questions in person, by phone and via email.
  - Delivered 306 library instruction classes for 5,480 students.

- Measured more than 200,000 searches conducted using electronic resources.

- Developed a "Fair Use of Copyrighted Materials" Policy for the College:
  - Met with Task Force over a ten-month period.
  - Conducted presentations and workshops for faculty, deans' and vice presidents' councils.
  - Launched "Copyright and Fair Use Information" Web site at http://www.harpercollege.edu/library/copyright.
  - Delivered completed policy to Board and gained approval on March 25, 2003.

Task: AS-1.1

Maintain financial stability by producing a balanced budget and limiting spending to the amounts in the budget.

- Finished FY 2003 with more revenue than expenses in the Educational Fund, exceeding original budget targets.

- Prepared a balanced budget in the Educational Fund for FY 2004.

Task: AS-1.2

Work toward the appropriate balance between personnel, facilities and services.

- Negotiated and settled four union contracts that included incremental changes to health benefits and aggressive salary increases over the next four years including Faculty, Pro-Tech, ICOPS and IEA/NEA.

- Prepared and published four contract documents as agreed to in negotiations.

- Developed individual strike impact reports for 200 faculty and met with over 100 faculty to explain impact individually.

- Developed and implemented a strike plan.

- Prepared and communicated strike issues to non-striking employees.

- Prepared and presented to the Board a successful insurance renewal in a very tight market.

- Implemented Insurance Premium Support program for 750 employees.

Task: AS-1.4

Develop a comprehensive budget development process.

- Improved financial projection models by adding more detailed layers for salaries and benefits.

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- Used projection models extensively during contract negotiations to determine longer-term impact of potential proposals.

- Anticipated cuts from the State early in the year and worked towards cuts with minimal impact to services.

- Awarded the Distinguished Budget Award for the 4th consecutive year.

Task: AS-3.1
Refine cash flow projections and investing practices and instruments to maximize interest income without undue risk.

- Implemented deferred payment plan option with default rate at less than 1/4 of 1%.

Task: AS-3.2
Develop comprehensive and centralized systems for financial reporting of fiscal data related to grants and construction projects.

- Reorganized financial tracking for grants and capital construction projects to increase efficiencies and trained a person in Accounting to complete both functions.

Task: AS-3.4
Implement the operational analysis process pertaining to the organization, function, revenue/cost, staffing and resources allocation of the units of the College.

- Reviewed processes and procedures to ensure compliance with governmental funding agencies' rules and regulations:
  - Met quarterly with business office staff to review grants and check for procedures.
  - Monitored budgets in concert with the business office.
  - Alerted business office to newly acquired funding and provided paperwork for official audit files.
- Revised the entire operational analysis process to make it more efficient and meaningful.

Task: HR-1.1
Work collaboratively with all areas in the forecasting, planning, development and delivery of recruitment and retention systems.

- Implemented the PeopleAdmin Recruiting System with a three-month time frame and conducted 30 internal training sessions.

- Conducted 30 internal PeopleAdmin training sessions.

- Obtained support equipment for online recruitment system (i.e., applicant kiosk, scanner).

Task: HR-3.3
Conduct an employee training needs analysis in order to target training.

- Assisted departments, supervisors and employees with personal development and implementation of development plans through one-on-one and group coaching/counseling.
- Created specialized departmental surveys for environmental assessment in such areas as TECH, Research and the Bookstore.

Task: HR-3.10
Develop a staffing structure with appropriate levels of skilled workforce, career advancement and remuneration.

- Consulted with Director of Human Resources regarding any need for revision of staffing structure.
- Conducted on-going investigation of SURS past service concerns.

Task: HR-4.5
Pursue means to maintain reliable and efficient employment data, employment records (part-time and full-time) and employment documents to support the College's legal obligations and organizational initiatives.

- Maintained employee records in accordance with required state and federal guidelines.
- Implemented online employment system, PeopleAdmin, which resulted in a 90 to 100% return rate of data for under-represented groups.
- Processed 1,850 online applications
- Recorded and processed approximately 3,500 applicant files.
- Coordinated relocation and reorganization of HR filing system.

Task: HR-7.1
Create a partnership between health and psychological services and human resources to design programs, activities and events that promote the health, education and wellness of Harper's staff.

- Collaborated with the Northern Illinois Network for Staff Development to create a retreat for targeted College departments.

Task: HR-7.2
Develop policies and procedures that create a safe and healthy environment for employees.

- Incorporated FERPA information into the new employee orientations.

Task: IA-2.3
Interconnect the College's long range strategic plan with special system plans including mechanisms for monitoring and reporting progress.

- Published the Outcomes Builder tool for the College in December to allow departments to continuously report their results and track progress tied to the SLRP.

- Conducted three departmental planning sessions to integrate institutional and departmental planning.

Task: IA-2.4
Develop full implementation of the use of LAN-based planning tools to facilitate input and reporting of data pertaining to the Strategic Long Range Plan.

- Conducted five training sessions for the three Strategic Planning tool sets and greatly expanded the number of departments that have direct input.

- Updated the Strategic Planning Tool set for new goals structure and made it available to all administrators.

Task: IA-8.4
College will develop and implement proactive strategic public relations, media relations and crisis communication plan.

- Wrote College communication plan to integrate messaging to the community.

Task: IA-8.5
College will develop proactive media relations campaigns consistent with and in support of building the College's image by highlighting its outstanding people and programs.

- Implemented experts list to highlight Harper faculty members.

Task: MA-4.10
Develop a marketing communications plan to comprehensively address the market in business and industry.

- Contacted the 150 largest companies participating in the ESA program to determine what additional information they needed and arranged for company visits where possible.

- Revised content of Corporate Services Web site.
- Conducted two-part direct mail campaign for Wojcik Conference Center.
- Refined WCC graphic identity and literature system and developed leave-behind sales sheet and sales kit contents.

Task: MA-4.11
The College will enroll 27 percent of the current year's in-district high school senior class.

- Enrolled 30% of in-district high school senior class in Fall 2002.

Task: SA-5.1
Implement the program review process in Student Affairs as scheduled.

- Completed program reviews for Career Center, Community Career Services, Assessment and Testing Center, and Intramurals.

Task: SA-5.2
Conduct an annual program cost/value analysis and make changes and improvement where necessary.

- Decreased costs in Health Services by 3% from last year.
- Decreased operational costs in ADS by 1.3%, saving $10,000.
- Conducted six focus groups with various clubs and organizations to determine student input on the production of the student handbook. Merging the handbook with the catalog saved $15,000.

Task: SA-5.3
Continue to gather student data and implement measurements of access, satisfaction, quality, retention and student success to determine impact and use as a basis for program improvement.

- Increased attendance at Career Workshops 15% over last year.
- Increased job search offerings for community members including Job Fair and related events that reached over 2,000 attendees.
- Selected as one of 18 institutions for nation-wide study on successful student affairs/academic affairs partnerships:
  - Hosted four and a half day site visit by Boyer Center.
  - Administered two surveys to learning communities' students, faculty and administrators.
  - Arranged 10 focus groups and individual interviews.

- Enabled results reports to be made available beginning in 2003-2004.

- Serviced 71.6% of all 2001-2002 degree/certificate completers from at least one Student Development Center, average number of visits per student was 4.28.

- Health Service total contacts (28,888) increased by 4.9%. Unduplicated head count of patient contacts also increased by 4.97%. Services received high satisfaction:
  - 100% of respondents indicated services were satisfactory.
  - 98% felt services helped them to remain in school.

- Surveyed 76 freshman athletes to ascertain the role that participation in sports played in their decision to attend Harper:
  - 57% indicated the athletics program and/or coach was a priority influence in their enrollment.

- Achieved solid satisfaction ratings for Wellness and Human Performance:
  - Student Athletes:
    - 75% satisfaction with services/assistance.
    - 80% likely to recommend Harper to someone else.
  - Division Office:
    - 100% satisfaction.
    - 86% likely to recommend Harper to someone else.
  - Fitness Center/Personal Trainer:
    - 100% satisfaction.
    - 100% likely to recommend Harper to someone else.
  - Equipment Room:
    - 88% satisfaction.
    - 81% likely to recommend Harper to someone else.
  - Rentals:
    - 100% satisfaction.
    - 100% likely to recommend Harper to someone else.

- Achieved high satisfaction for academic advising and counseling:
  - 93% satisfaction with convenience of appointment/walk-in times.
  - 99% overall satisfaction with services/assistance.
  - 98% recommend Harper to someone else as result of service.

- Achieved 98% satisfaction ratings from students using services in Access and Disability Services:
  - 100% agreed that staff treated students with respect.
  - 92% agreed that appointments were convenient.
  - 100% agreed that staff was helpful.

Task: SA-5.4

Assess the developmental outcome dimensions of interpersonal effectiveness, intellectual development, intrapersonal effectiveness and life management as they pertain to student affairs interventions.

- 99% of eXcel survey respondents indicated:
  - More confidence in leadership ability.
  - Improvement in leadership skills.
  - Greater understanding and appreciation of others.
- Examined developmental outcomes of participation in Distinguished Scholars:
  - Greater sense of belonging.
  - Increased involvement.
  - More confidence and sense of responsibility.
  - Greater knowledge and appreciation for cultural diversity.

ADDITIONAL OUTCOMES BY AREA

AREA: ADMINISTRATIVE SERVICES

- Collected, compiled and analyzed salary and benefit data for equity comparison purposes.

- Completed Window and Door repairs:
  - Resealed all windows on the north side of buildings D and H. This solved the bee problem.
  - Replaced fire doors on the west end of the third floor in A building and the east end of the A/C bridge.
  - Replaced bakery doors.
  - Replaced airway doors in A building.
  - Replaced doors in the Mechanical Room in I building..
  - Replaced the siding on the shed in the childcare area.

- Completed upgrade of all emergency lighting at the Northeast Center.

- Completed conversion from a paper staffing system in public safety to an efficient computerized system.

- Completed a Public Safety Web page under Administrative Services on the HIP page.

- Implemented ALERTS mobile computer program in squad cars.

- Initiated a student background check for selected academic programs.

- Completed law enforcement/safety/security plan and operations protocol related to faculty strike.

- Developed closer relationships with both Palatine Police and Fire departments to enhance campus safety.

- Identified security hardware for inclusion in Science, Emerging Technology and Health Careers Center.

- Prepared and processed:
  - Individual employment contracts for administrators.
  - Non-tenure and tenured faculty.
  - Sabbatical leaves and promissory notes for faculty.

- Completed large plumbing repairs:
  - Sewer and storm drain west of A building.
  - Office area of B building.
  - Break between H and D buildings.
  - Rebuilt storm sewer on the east perimeter road.

- Replaced hot water heaters at Northeast Center.

- Implemented College-wide purchasing of office supplies through Boise online.
- Revised and updated 160 job descriptions including 35 reclassifications.
- Resolved all open grievances and lawsuits.
- Increased educational hiring requirements for Community Service Officer and Public Safety Officer.
- Completed a Temporary On-Call Community Service Officer training manual.
- Coordinated Life, AD and D and Long Term Disability insurance coverage to reduce premium costs and transitioned all employees to new plan.
- Compiled and distributed Employee Benefit Statements to 750 eligible employees.
- Processed consulting pay and medical and dental payments for 85 retirees.
- Conducted numerous pre-retirement counseling sessions and maintained records of early retiree project plans and reports.
- Implemented Grainger online ordering of supplies for physical plant.

AREA: ENROLLMENT AND MARKETING

- Reorganized Office of Research and hired managers for data services and academic research. The latter position will start at the beginning of FY04.
- Moved the Office of Research to a new location that is better suited to its work.

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